



MANAGEMENT

A CONTINUING LITERATURE SURVEY

— With Indexes —

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MANAGEMENT

A CONTINUING LITERATURE SURVEY

– With Indexes –

A selection of annotated references to unclassified reports and journal articles entering the NASA Information System from 1962 through 1967



Scientific and Technical Information Division
OFFICE OF TECHNOLOGY UTILIZATION
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
MAY 1968
Washington, D. C.

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Introduction

Management is a compilation of references to unclassified reports and periodical articles on the subject of management that may be found in the NASA scientific and technical information system. The publication assembles groups of citations formerly announced in separate journals, *Scientific and Technical Aerospace Reports (STAR)* and *International Aerospace Abstracts (IAA)*, to provide management with a convenient information tool.

The first issue (NASA SP-7500) covered material generated or sponsored by NASA during the period 1962 through 1967. The present issue covers the same period but the references are to material generated or sponsored by agencies other than NASA. As before, the selection of items for reannouncement was made on the basis of general interest, usefulness and applicability, but is by no means exhaustive.

For greater convenience the selected items are grouped in nine categories. These are shown in the table of contents with appropriate scope notes. The categories bear no relationship to those in *STAR* and *IAA* but have been specially chosen for this publication. Three indexes are provided—subject, personal author, and corporate source.

Items concerning management in the fields of reliability and quality assurance have for the most part been excluded. Such items appear in *Reliability Abstracts and Technical Reviews (RATR)*, a monthly journal prepared for NASA by the Research Triangle Institute, Durham, North Carolina.

Many of the abstracts included in *Management* have been reproduced from those appearing in *STAR* and *IAA*. This procedure, adopted in the interests of economy, has introduced some variation in size, style, and intensity of type.

AVAILABILITY OF DOCUMENTS

STAR Entries

Department of Defense documents (identified by the "AD" number in the citation) are available without charge to U.S. Government-sponsored research and development activities from the Defense Documentation Center (DDC), Cameron Station, Alexandria, Virginia 22314. Department of Defense documents are not available from NASA.

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Documents not available from either of the sales agencies identified above may be requested by writing to the source or other information systems. Bibliographic information, e.g., report number, etc., rather than the NASA accession number (i.e., N67-12345) should always be provided when requesting such a document from its source.

IAA Entries

All cited documents are available from the AIAA Technical Information Service as follows:

Paper copies are available at \$3.00 per document up to a maximum of 20 pages. The charge for each additional page is \$0.25.

Microfiche are available at the rate of \$0.50 per microfiche for documents identified by the symbol # following the accession number.

A number of publications, because of their special characteristics, are available only for reference in the AIAA Technical Information Service Library.

Minimum air-mail postage to foreign countries is \$1.00.

Please refer to the accession number, e.g., A67-12345, when requesting documents.

Address all inquiries and requests to:

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AVAILABILITY OF THIS SURVEY

Copies of *Management*, NASA SP-7500 and SP-7500(02), can be obtained from NASA (Code USS-A), without charge, by NASA offices and contractors, U.S. Government agencies and their contractors, and organizations that are working in direct support of NASA programs.

Other organizations can purchase copies of the survey from the Clearinghouse for Federal Scientific and Technical Information, Springfield, Virginia 22151.

TABLE OF CONTENTS

Subject Categories

Abstracts in the survey are grouped under the following categories:

M1 PROGRAM MANAGEMENT

Includes project management; production management; systems management; logistics management; engineering management; management planning; resource and manpower allocation; program budgeting; operations research; decision making.

M2 CONTRACT MANAGEMENT

Includes contract incentives; contract decision making; procurement; subcontracts.

M3 RESEARCH & DEVELOPMENT

Includes research environment; R & D planning; R & D management; inventions and patents; research evaluation.

M4 MANAGEMENT TOOLS & TECHNIQUES

Includes program evaluation and review techniques (PERT); planning, programming and budgeting systems (PPBS); prediction analysis techniques (PAT); planned interdependency incentive method (PIIM); program trend line analysis; cost effectiveness; simulation; computers.

M5 PERSONNEL MANAGEMENT

Includes personnel problems; motivation; environmental problems; personnel development and training; recruitment; psychological studies; communication.

M6 URBAN MANAGEMENT

Includes application of space technology and management techniques to urban problems; federal resources and urban needs.

M7 MANAGEMENT POLICY & PHILOSOPHY

Includes management concepts; policy studies; organizational studies and problems; social relationships and problems.

M8 ECONOMICS

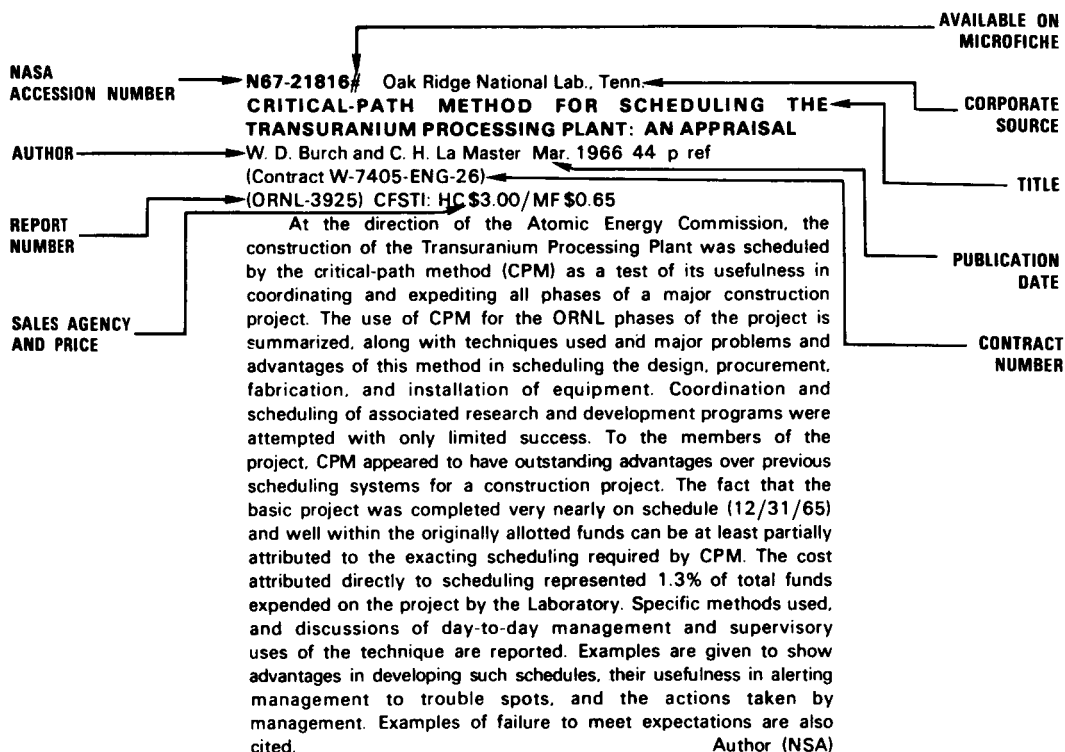
Includes impact of federal expenditures and programs; government/industry relations; federal financing; federal budgeting.

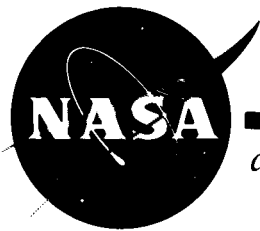
M9 GENERAL

Includes conference proceedings; reviews; patent information; speeches; bibliographies.

	Page
STAR Entries (N62/N67-10000)	1
IAA Entries (A63/A67-10000)	23
Subject Index	I-1
Personal Author Index	I-21
Corporate Source Index	I-31

TYPICAL CITATION AND ABSTRACT FROM STAR





MANAGEMENT

a continuing literature survey

MAY 1968

STAR ENTRIES

M1 PROGRAM MANAGEMENT

N67-85872 General Dynamics/Fort Worth, Tex.
USE OF OPERATIONS RESEARCH IN THE EFFECTIVE PLANNING OF SPACE MISSIONS AND SPACE PROGRAMS
C. B. Moore and T. E. Peace 3 Nov. 1965 89 p refs Presented at the 28th Natl. Meeting of Operations Soc. of Am., Houston, Tex., 4-5 Nov. 1965
(MR-0-120)

This paper deals with space program planning from the selection of spacecraft systems to the delineation of long-range space programs. Specific topics include the optimization of spacecraft operational and scientific payloads, the selection of mission vehicles the results of these suboptimizations and interim decisions into space program plans. The role of Operations Research techniques and the use of "expertise" and mathematical models within the analytical framework are particularly emphasized. Effectiveness criteria are discussed and used in terms of the evaluation process; these include cost, information yield, value, cost/effectiveness, timeliness, development risk, and probability of mission and program success.

Author

N67-84813 Systems Development Corp., Santa Monica, Calif.
MANAGEMENT HANDBOOK FOR THE ESTIMATION OF COMPUTER PROGRAMMING COSTS
E. A. Nelson 20 Mar. 1967 149 p refs
(Contract F19628-67-C-0132)
(TM-3225/000/01; AD-648750)

Guidelines are presented to help managers estimate the costs of computer programming. The guidelines summarize a statistical analysis of 169 computer programming efforts with equations to estimate man months, computer hours, and months elapsed, and also planning factors such as man months per thousand instructions. Opinions, rules of thumb, and experience data based upon literature search and experience supplement the statistical results. Forms with the guidelines are organized into six sections corresponding to a six-step division of the computer programming process. Advice is given on the integration of cost estimates into a cost analysis to justify and plan ADP projects.

TAB

N67-84744 System Development Corp., Santa Monica, Calif.
CLASSIFICATION MANAGEMENT AT SYSTEM DEVELOPMENT CORPORATION

L. F. McConnell 10 Mar. 1966 28 p
(SP-2388; AD-650664)

The classification management function at SDC is the responsibility of a staff office, 'classification management and editorial liaison.' The CM and EL office functions include providing classification guidance, reviewing group assignment, establishing control stations, providing accountability control procedures, conducting downgrading reviews, handling disposition of classified information upon termination of contracts, clearing documents for public release, approving release, providing publication procedures, and developing statistics.

Author (TAB)

N65-83225 American Univ., Washington, D. C.
INCEPTION, DESIGN AND IMPLEMENTATION OF A MANAGEMENT INFORMATION SYSTEM
David Alfred Lewis (M.S. Thesis) Jun. 1967 54 p refs
(AD-646851)

The purpose of this paper is to develop a uniform systematic approach to the design and implementation of a management information system. In recent years there has been published reams of literature about various aspects of management information systems, and, some specific design considerations of these systems. However, nowhere during the course of this author's research could there be found a comprehensive guide or instructive document directed towards the design of a management information system. To this end—the creation of such a document—is this paper dedicated. The procedures developed in this paper dedicated. The procedures developed in this paper are, as most similar procedures in general, designed to guide the manager and analyst through all phases from initial inception to successful implementation of a management information system. Many factors must be considered while applying this procedure, e.g., complexity and scope of the information system. These factors are discussed throughout this paper in terms of their impact on each phase of the design process.

TAB

N67-83219 System Development corp., Santa Monica, Calif.
THE ANALYSIS AND DESIGN OF INFORMATION SYSTEMS
H. Borko 10 Nov. 1966 25 p refs Presented at the Drexel Inst. of Tech. Symp. on Tech. Info. Center Admin., 29 Aug.-1 Sep. 1966 (SP-2655)

This paper provides an orientation to the procedures used in systems analysis and in the design of information systems. An information system is an organized procedure for collecting, processing, storing, and retrieving documentary information. Its structure is illustrated by means of a block diagram. The principles used in the analysis and design are derived from information science which provides a conceptual basis for understanding the functioning of information handling systems.

Author

N67-82721 General Precision, Inc., Little Falls, N. J.

MANAGING A DEVELOPMENT PROGRAM

George T. Mundorff and William Bloom 1960 177 p refs
Prepared for Bur. of Res. and Develop., FAA

A guide prepared for Federal Aviation Agency personnel, especially those concerned with the conduct and direction of major development programs, was designed as a reference text for persons interested in the development of analytical and orderly management programs. Details are included for the specific methodologies used to test and evaluate a data processing central facility, and for the line of balance technique used during this evaluation. Following details on the evolution and application of this technique, organizing for optimum effect is discussed. Collection and display of information, gathering the facts to establish feasibility and practicability, the mechanics of preparation and flow diagrams, and the appraisal and presentation of the analysis are described. Details are included for the program as used at the data processing facility, including manpower requirements, costs, and management of the program. M.W.R.

N67-81516 Atomic Energy Commission, Washington, D. C.
Div. of Nuclear Materials Management.

MATHEMATICAL APPROACHES TO INVENTORY MANAGEMENT—A SURVEY

[1964] 160 p refs 10th Ann. Conf. held at Gatlinburg, Tenn., 19-21 Oct. 1964; Sponsored by AEC

Mathematical approaches to inventory management and production control were surveyed from the viewpoint of managing the use of nuclear materials. The nature and quantity of input data were considered, including both cost and noncost parameters; and the effects of inaccuracies and insufficient data were treated. Classical problems and marginal utility were investigated for single period models; and a single probability system was discussed in terms of (1) variable reorder point and constant lot size, (2) constant reorder point and variable lot size, and (3) production smoothing. Dynamic inventory models were investigated, as were parallel and series stations. M.W.R.

N67-40062# Carnegie Inst. of Tech., Pittsburgh, Pa. Management Sciences Research Group.

ON THE APPLICATION OF THE THEORY OF MAXIMUM PRINCIPLE TO A PRODUCTION CONTROL PROBLEM

R. Jagannathan Aug. 1967 14 p refs
(Contract Nonr-760(24))
(RR-108; AD-657430)

The purpose of this paper is to solve a simple production control problem using the maximum principle theory as put forward by L. S. Pontryagin and his students. In the first section entitled Introduction, a brief description of maximum principle theory as relevant to our purpose is given. In the second section the production scheduling problem under probabilistic demand (which occurs periodically) is developed. The problem is a fairly realistic one resulting in a somewhat complicated analysis. In the final section the possibilities of relaxation of some of the underlying assumptions are indicated. Author (TAB)

N67-39492# System Development Corp., Santa Monica, Calif.
COST REPORTING FOR DEVELOPMENT OF INFORMATION PROCESSING SYSTEMS

Edward A. Nelson and Thomas Fleishman Bedford, Mass., AFSC, Electron. Systems Div., 11 Apr. 1967 83 p refs
(Contract AF 19(628-67-C-0132))
(TM-3411/000/00; ESD-TR-67-452; AD-657793)

The report describes a system for the collecting and reporting on data on the resources expended in the production of computer programs. The system is intended to: (1) provide information to

facilitate management control during the progress of a computer programming effort; (2) build a data bank from which better cost-estimating relationships and planning tools can be developed; (3) accomplish the above with a minimum of interference with operating personnel. The report was designed to provide sample materials necessary for the implementation of cost reporting in any organization in which computer programming is performed; it includes a description of the steps that constitute the computer programming process, the kinds of personnel who would be involved in the cost-collection and -reporting system, a recommended work flow and suggested forms for use in data collection and reporting, a work breakdown structure for associating costs with activities, and a brief discussion of the relationship of this system with several existing Department of Defense management procedures. TAB

N67-39410# Herner and Co., Washington, D. C.
SYSTEM DESIGN, EVALUATION AND COSTING—IN PLAIN ENGLISH

Saul Herner 1 Mar. 1967 17 p Presented at the ADI Inst. on Inform. Sci., Ohio, 15 Dec. 1966
(Contract AF 49(638)-1424)
(AFOSR-67-1998; AD-657788)

The concepts of system design, evaluation, and costing are among the most often discussed and widely misunderstood in the information field. This report attempts, via case illustrations, to describe and explain the steps and processes involved, so as to take some of the mystery and witchcraft out of systems and to facilitate the return of design and operation of information services to where they rightfully belong: to the people who have the day-to-day job of making them go and perform. Author (TAB)

N67-28911# Electronic Systems Div., Bedford, Mass.

A SYSTEMS APPROACH TO COMPUTER PROGRAMS

Joseph L. Pokorney and Wallace E. Mitchell Feb. 1967 24 p refs
(ESD-TR-67-205; AD-650216) CFSTI: HC \$3.00/MF \$0.65

Recent experience at ESD in acquiring complex computer based systems has identified a deficiency in existing systems management techniques in the area of computer programs. The systems management techniques generally in use were designed for equipment systems and need to be expanded to include computer programs. This paper describes an ESD approach to adapting existing AFSC system management techniques to computer programs. Procedures for insuring system compatibility, design integrity and technical control are discussed and a method for achieving design verification and qualification is presented. Particular emphasis is placed on the relationship of these techniques to computer programs as elements of large computer based systems. The application of these techniques is illustrated through selected examples taken from current ESD system procurements. TAB

N67-25119# Planning Research Corp., Los Angeles, Calif.
Information Systems Div.

USE OF AIR FORCE ADP EXPERIENCE TO ASSIST AIR FORCE ADP MANAGEMENT, VOLUME II. PHASE II—ACTIVITIES Final Report, 16 Feb.—15 Dec. 1966

Alan J. Gradwohl, George S. Beckwith, and Stanton H. Wong Bedford, Mass., ESD, Dec. 1966 144 p refs
(Contract AF 19(628)-5988)
(PRC-R-932, Vol. II; ESD-TR-66-671, Vol. II; AD-646870) CFSTI: HC \$3.00/MF \$0.65

Volume II of the three-volume final report on Phase II of a three-phase project on the Use of Air Force ADP Experience to Assist Air Force ADP Management is presented. The design of the data collection questionnaire was based on the ADPS model (a concept of a total ADPS) and the workload model representing attributes of an ADPS. Data were collected on a stratified 18-ADPS sample, and the statistical analysis of these data produced five cost estimation equations. In addition, the data were used to produce

a seven-page system description of each ADPS, which became the core of the ADP Experience Handbook. A Phase III operational concept and development plan was also synthesized.
Author (TAB)

N67-25118# Planning Research Corp., Los Angeles, Calif. Information Systems Div.

USE OF AIR FORCE ADP EXPERIENCE TO ASSIST AIR FORCE ADP MANAGEMENT, VOLUME III. PHASE III—CONCEPT AND PLAN Final Report, 16 Feb.-15 Dec. 1966
Alan J. Gradwohl and Wolford O. Wootan, Jr. Bedford, Mass., ESD, Dec. 1966 124 p
(Contract AF 19(628)-5988)
(PRC-R-932, Vol. III; ESD-TR-66-671, Vol. III; AD-646868) CFSTI: HC\$3.00/MF\$0.65

Volume III of the three-volume final report on Phase II of a three-phase project on the Use of Air Force ADP Experience to Assist Air Force ADP Management, presents the concept and plan for Phase III. The operational concept for Phase III includes revised procedures for ADPS proposal submission, experience reporting, and asset reporting to an information storage and retrieval system. This system is the nucleus of a management information system that could be operational by June 1968. The major benefits will accrue from improved cost effectiveness and quality of ADP development and operations in the Air Force, from cost and time savings in large system programs that involve ADP.
Author (TAB)

N67-24975# Planning Research Corp., Los Angeles, Calif. Information Systems Div.

USE OF AIR FORCE ADP EXPERIENCE TO ASSIST AIR FORCE ADP MANAGEMENT, PHASE II. VOLUME I: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS Final Report, 16 Feb.-15 Dec. 1966
Alan J. Gradwohl, George S. Beckwith, Stanton H. Wong, and Wolford O. Wootan, Jr. Bedford, Mass., AFSC, Electron. Systems Div., Dec. 1966 30 p
(Contract AF 19(628)-5988)
(PRC-R-932, ESD-TR-66-671, Vol. I; AD-646867) CFSTI: HC \$3.00/MF\$0.65

Volume I of the three-volume final report summarizes Phase II of a three-phase project on the Use of Air Force ADP Experience to Assist Air Force ADP Management. The history of the project is traced and the objectives, findings, conclusions, and recommendations are summarized and tabulated. The conclusions are as follows: that sufficient data can be collected to permit macrodescription of an ADPS; relationships do exist between workload descriptors and costs; the information can be distilled and organized into an indexed ADP Experience Handbook; and, for Phase III, an Air Force ADP Management Information System is necessary, feasible, and cost effective. The implementation of Phase III is recommended.
Author (TAB)

N67-10583# RAND Corp., Santa Monica, Calif.
OPTIMAL LINEAR INVENTORY CONTROL AND FIRST ORDER EXPONENTIAL SMOOTHING

Dale M. Landi and B. Mc K. Johnson (Connecticut Univ.) Aug. 1966 13 p refs
(P-3264-1; AD-638026) CFSTI: HC \$1.00/MF \$0.50

A linear, fixed-interval stock replenishment policy that achieves an optimal cost balance between inventory and order-level variances is derived in this paper. The reorder rule relies on first order exponential smoothing to predict random components of the demand sequence, which are assumed to be pairwise uncorrelated with mean zero and variance that either grows or decays geometrically, or remains constant in time
Author (TAB)

N66-87919 Committee on Post Office and Civil Service, (U. S. House). Subcommittee on Manpower.

IMPROVED MANPOWER MANAGEMENT IN THE FEDERAL GOVERNMENT. EXAMPLES FOR THE PERIOD JANUARY-JUNE 1966

Washington, GPO, Oct. 1966 24 p

Examples of improved manpower management plans, programs, and accomplishments developed by various departments and agencies of the Federal Government between January and June 1966 are presented. This summary, based on the semiannual reports submitted by the 26 largest departments and agencies, shows employment data and trends, manpower problems, and management improvement accomplishments. The work of main functional areas, including personnel, fiscal management, management analysis, and training, is reflected in this subcommittee report.
M.W.R.

N66-87320 Litton Systems, Inc., Woodland Hills, Calif. Guidance and Control Systems Div.

CONFIGURATION MANAGEMENT OPERATING PROCEDURES

W. G. Bennett, N. P. White, and F. W. O'Green 17 Jun. 1963 206 p
(PUBL-2758)

Interim procedures are outlined for a uniform specifications program, serialization, and configuration acceptance inspection as related to configuration management operations within a guidance and control systems division. Configuration control is concerned with engineering, vendor, and other control aspects; and procedures used at the various levels are included. Terms and definitions are spelled out in a glossary.
M.W.R.

N66-85827 System Development Corp., Santa Monica, Calif.
DEVELOPMENT OF AN OPERATIONAL MANAGEMENT SYSTEM

Ramon J. Rhine 16 Apr. 1963 27 p refs Presented at the Systems Symp., Washington, D. C., 22 Apr. 1966; Sponsored by Defense Supply Agency
(SP-1175; AD-410972)

This paper describes the development of a management system which provides for a single, integrated semiautomatic system that supports top- and middle-management decision making as well as the administrative, accounting and personnel functions.
Author

N66-82755 Arimc Research Corp., Washington, D. C.
SPECIAL INTERIM REPORT ON COST STUDIES

D. E. Van Tijn 14 Jul. 1961 4 p /ts Publ. No. 159-1-250
(Contract AF 33(600)-42462)
(AD-261062)

The cost to the Air Force resulting from the failure equipment is considered in a model that encompasses loss of manpower, time, and missions as well of money. Methodology used in the study is to partition functions or to assign tasks to every man and every unit in the maintenance organization, and to assign weights to various discrepancies or failures that occur at each of the functions. Methods of performance of these functions and their classifications and units involved are tabulated; and time distributions for each function are considered.
M.W.R.

N66-36541# Brown Engineering Co., Inc., Huntsville, Ala.
THE COMPATIBILITY OF VALUE ENGINEERING AND CONFIGURATION MANAGEMENT

Marvin Wasserman L n Canaveral Council of Tech. Soc. 3d Space Congr. 1966 p 437-451 refs (See N66-36506 22-30)

This report is aimed at management levels responsible for ensuring system compatibility and mission success. The report provides a familiarization with the philosophies of system management and the interrelationships of program management, system engineering, and management tools. Value engineering and configuration management are discussed as the catalysts to be integrated into the management network, thus assuring system compatibility and mission success at the lowest overall cost.

Author

N66-33837# RAND Corp., Santa Monica, Calif.
PROCEDURES FOR ESTIMATING THE RESOURCE REQUIREMENTS OF MANNED SPACE FLIGHTS

Joseph String Jun. 1966 30 p Presented at the Spring Meeting of JSGOMRAM, Boston, 27 Apr. 1966
 (P-3382; AD-634085) CFSTI: HC \$2.00/MF \$0.50

The paper is addressed to three principal topics: (1) what a typical manned space flight plan looks like; (2) procedures employed in evaluating the resource impact of alternative space flight proposals, either projects or plans; (3) the resource implications of some of the major types of activities currently being considered in NASA's long-range planning.

TAB

N66-33635# System Development Corp., Santa Monica, Calif.
COMPUTERIZATION: SOME IMPLICATIONS FOR DECISION MAKING

G. H. Perry 30 May 1966 17 p refs
 (SP-2487; AD-633908) CFSTI: HC \$1.00/MF \$0.50

Decision making is discussed both in a broad economic context and in a specific definitional sense, and is then related to the information revolution, or computerization. The directional and dimensional changes in the decision making process that appear to be imminent or already underway are described, and predictions are made of the effects these changes will have upon managers' jobs in the near-term future.

Author (TAB)

N66-24515 Joint Publications Research Service, Washington, D. C.

AUTOMATIC OPERATIONAL MANAGEMENT OF PROCESSES OF PRODUCTION

A. B. Chelyustkin, ed. 8 Apr. 1966 331 p refs Transl. into ENGLISH of the Book "Avtomaticheskoye Operativnoye Upravleniye Proizvodstvennymi Protessami" Moscow, 1965 p 1-247

Reports presented at a conference on technical cybernetics cover problems arising in the development of operational management systems in various branches of industry as well as problems that arise during manufacturing procedure. Mathematical models of complex production processes and other aspects of industrial concern are presented, as are methods and programs for determining optimal solutions via general and specialized computers. Technical means of collection, transmission, and processing of information are considered; as are other aspects of automation and control processes related to mass production industries. Several contributions deal with the role of the human operator and the relationships between man and machine.

M.W.R.

N66-11547# System Development Corp., Santa Monica, Calif.
FACTORS THAT AFFECT THE COST OF COMPUTER PROGRAMMING

Leonard Farr and Burt Nanus Bedford, Mass., AFSC, Electron. Systems Div., Jul. 1964 63 p refs
 (Contract AF 19(628)-1648)
 (ESD-TDR-64-448; AD-603707)

Although accurate estimation of computer programming costs is an important prerequisite for effective programming management, such estimates have historically been very unreliable. Some of the underlying causes of this problem are discussed, and about fifty factors that appear to contribute to the cost of computer programs are identified. Data concerning the effects of a few of these factors upon cost are presented by way of illustration. Recommendations are made for more detailed cost collection, cost analysis, and experimentation.

Author (TAB)

N65-88396 Columbia Univ., New York. Statistical Engineering Group.

SOME FURTHER RESULTS ON INVENTORY DEPLETION MANAGEMENT

Gerald J. Lieberman 15 Jan. 1958 10 p refs
 (Contract DA-18-108-CML-1625)
 (TR-3)

An alternate set of sufficient conditions on L(S), the field life of an item, is presented under which a LIFO (last in, first out) policy is optimal for inventory management. Two sets of conditions on L(S) are also given under which a FIFO (first in, first out) policy is optimal. As with the LIFO policy, only the relative age of the items must be known for FIFO; and, under the second set of conditions, it is not necessary to verify the results for the case of two items. It is noted that the problem of determining whether LIFO or FIFO is an optimal policy resolves itself into determining which is optimal for the case of $n = 2$.

M.W.R.

N65-88394 Columbia Univ., New York. Statistical Engineering Group.

INVENTORY DEPLETION MANAGEMENT

Cyrus Derman and Morton Klein 15 Oct. 1957 16 p refs
 (Contract DA-18-108-CML-1625)
 (TR-2)

Finding the order of item issue which maximizes the total field life obtained from a stockpile is considered, as is the order of stock issue which maximizes the total expected utility obtainable from a specified number of items while meeting the given demand schedule. Sufficient conditions are given in each case under which a LIFO (last in, first out) use policy will be optimum. Brief mention is also made of FIFO (first in, first out) inventory depletion policies.

M.W.R.

N65-32701# Army Missile Command, Huntsville, Ala.
VALUE ENGINEERING SYMPOSIUM, ADVANCEMENT IN THE STATE OF THE ART

[1964] 448 p Symp. Held at Redstone Arsenal, Ala., 18-19 Nov. 1964

(AD-616516)

Papers accepted in connection with the Army Missile Command's value engineering symposium are presented under 11 major categories concerned with decision making, cost analysis, statistical applications, and program management. Papers on design tradeoffs, game theory and checkout, and costs are included under value decision techniques. Various cost effectiveness approaches are described; and charts, nomographs and other estimating techniques are included. Attention is given to the mathematical analysis of value, target cost programs, and value engineering research. Various program management experiences are reported; including an approach for electronics research and development laboratory, the Air Force Logistics Command efforts, and dynamic management via PERT. Value engineering is considered in terms of paperwork operations, research and development, applications, and contracts and economics.

M.W.R.

N64-83865 System Development Corp., Santa Monica, Calif.
COMMAND-AND-CONTROL AND MANAGEMENT DECISION MAKING

Ramon J. Rhine 20 May 1963 24 p
(SP-1174)

Management concepts are found to be the major concepts underlying the development of command and control systems in support of decision making and action taken by military organizations. The command and control type system for top management decision making is a man-machine system having at its core an ongoing, dynamic operation. Growth of military command and control and basic functions of such systems are discussed; and special attention is given to the meaning of both control and command in this context. Plans, monitoring, and dynamic operations are stressed.

M.W.R.

N63-81003 George Washington Univ., Washington, D. C.
EXPERIENCE IN DATA COLLECTION. 1: ADMINISTRATION AND ORGANIZATION FOR DATA COLLECTION

J. E. Hamilton 8 Sep. 1960 76 p refs
(Contract NR-047001)
(AD-242853)

The Project was organized as a Naval Task Force and established task groups to visit the more than 120 ships and shore stations which contributed data to the program. The experience of these task groups is presented in a way which is intended to be of assistance to either a Navy task force or a contracting group acting under naval sponsorship if assigned the task of data collection. It is indicated in the paper that the mere act of collecting data is not very expensive. For the regular part of the program with data pertaining to 65 ships being collected, the cost averaged about \$530.00 per ship-year. The program described is unique among Navy programs in the following respects: it was carried out for the purpose of empirical research in logistics; it covered a large sample (65) of ships; it covered support activities as well as ships themselves; it covered all kinds of material; it was continued for a long time; it included three years of quasi-war (Korea) and two to six years of quasi-peace (post-Korea); it was conducted by a contractor; and raw documents, not reduced or aggregated data were collected.

Author

N63-21721 Stanford U., Calif. Applied Mathematics and Statistics Labs.
SOME ECONOMIC ASPECTS OF RELIABILITY AND PROJECT MANAGEMENT

David C. Dellinger May 31, 1963 199 p 52 refs
(Contract Nonr-225(53))
(Tech. Rept. 67)

An attempt is made to emphasize the dangers of indiscriminate use of mathematical models in reliability and project management. To utilize the results of theoretical models, one must find or develop a model which fits the particular problem. In the application of reliability test models, the practitioner must either make a judgment relative to the underlying distribution of time to failure or utilize the more expensive nonparametric tests, if realistic results are to be obtained. To utilize the decision theory model for selecting the most economical test procedure, the problem of determining the appropriate a priori distribution and the relevant costs must be faced. The true value of management science can only be measured in terms of its contribution toward the solution of practical management problems. Unless the gap between the model builder and the practitioner is reduced, its full value cannot be realized.

P.V.E.

N63-17425 Minneapolis-Honeywell Regulator Co. Military Products Group, Minn.

COMMAND AND CONTROL SYSTEMS ANALYSIS Final Report

R. C. Kiene, A. R. Butz, and L. B. Winrich Griffiss AFB, N.Y., Intelligence Lab., Dec. 1962 144 p 20 refs
(Contract AF 30(602)-2752)
(R-RD-1539-TRI; RADC-TDR-62-612)

This report presents the steps of a generalized systems-analysis procedure for command and control systems. The steps are then followed, utilizing an existing SAGE Direction Control system as a vehicle for the study. Emphasis is placed upon modeling the human organization as a whole.

Author

N63-12833 General Electric Co. Technical Military Planning Operation, Santa Barbara, Calif.

COST-BENEFIT ANALYSIS AS AN AID TO SYSTEM SELECTION

Harry P. Hatry [1962] 29 p 16 refs Presentation at the General Electric Systems Engineering Symp., Schenectady, N.Y., Nov. 15, 1962
(SP-201)

A method of analyzing systems is presented as an aid in the selection of a system to perform some given mission. The method considers both the cost and effectiveness criteria, jointly. The method is illustrated by the following missions: system to repair orbiting satellites; weather and reconnaissance satellites; tactical bombing aircraft; and nuclear detection system.

R.C.M.

N63-11798 California U., Berkeley. Lawrence Radiation Lab.
INTRODUCTION TO PROJECT LOGIC PLANNING

William C. Bagot Oct. 1962 19 p
(Contract W-7405-eng-48)
(UCRL-1049) OTS: \$0.50

A computer program, PROLOG, has been developed for the management of large-scale projects. In this variation of the critical path method, activities are first diagrammed in their logical sequence, and only after this planning phase are times associated with the activities. The shortest possible duration of the project is the time required for the longest chain of sequential activities. Once the project duration has been calculated, the duration of each activity along the network can be obtained, and a time interval for completion of this activity can be established. This technique permits the use of more and randomly numbered node points and also provides for an exact relationship of working time with calendar time. Further, it provides a means by which those persons responsible for getting a task done can do their own planning after receiving information on how their task relates to the rest of the project.

M.P.G.

N63-11217 Congress. House. Committee on Government Operations

SYSTEMS DEVELOPMENT AND MANAGEMENT (PART V) Hearings before a Subcommittee of the Committee on Government Operations, U.S. House of Representatives, August 28, 29, 30, and 31, 1962 For abstract see N63-11213 03-01 Washington, GPO, 1962 360 p
(87th Cong. 2nd Sess. Committee Print)

N63-11216 Congress. House. Committee on Government Operations

SYSTEMS DEVELOPMENT AND MANAGEMENT (PART IV) Hearings before a Subcommittee of the Committee on Government Operations, U.S. House of Representatives, August 13, 14, 15, 16, 20, and 21, 1962 For abstract see N63-11213 03-01 Washington, GPO, 1962 280 p
(87th Cong. 2nd Sess. Committee Print)

N63-11215 Congress. House. Committee on Government Operations

SYSTEMS DEVELOPMENT AND MANAGEMENT (PART III)
Hearings before a Subcommittee of the Committee on Government Operations, U.S. House of Representatives, August 1, 2, 3, 6, 7, 9, 10, and 13, 1962 For abstract see N63-11213 03-01

Washington, GPO, 1962 570 p
(87th Cong. 2nd Sess. Committee Print)

N63-11214 Congress. House. Committee on Government Operations

SYSTEMS DEVELOPMENT AND MANAGEMENT (PART II)
Hearings before a Subcommittee of the Committee on Government Operations, U.S. House of Representatives, July 23, 24, 25, 26, and 27, 1962 For abstract see N63-11213 03-01

Washington, GPO, 1962 378 p
(87th Cong. 2nd Sess. Committee Print)

N63-11213 Congress. House. Committee on Government Operations

SYSTEMS DEVELOPMENT AND MANAGEMENT (PART I)
Hearings before a Subcommittee of the Committee on Government Operations, U.S. House of Representatives, June 21, 22, 27, 29, and Aug. 15, 1962 For Part 2, see N63-11214 03-01; Part 3, see N63-11215 03-01; Part 4, see N63-11216 03-01

Washington, GPO, 1962 437 p
(87th Cong. 2nd Sess. Committee Print)

The text of the hearings before the Military Operations Subcommittee of the U.S. House of Representatives is presented in five volumes. The basis for the hearings was the report to the President on "Government Contracting for Research and Development," known as the Bell report. This report presents the policy guidelines for (1) deciding how vital research and development programs will be apportioned between Government and non-Government operations; (2) improving the Government's ability to review contractor operations and perform scientific and technical work; and (3) obtaining better contractor performance and lower costs. Witnesses representing Government Agencies, the Military Departments, the nonprofit corporations, assisting the Department of Defense with specialized technical services, and the industrial organizations were heard in an effort to clarify the major issues presented in the Bell report.

M.P.G.

N63-10094 Republic Aviation Corp., Farmingdale, N. Y.
A STUDY OF THE AIR FORCE MAINTENANCE TECHNICAL DATA SYSTEM [Final Report]

J. W. Losee, R. H. Allen, J. W. Stroud, and J. Ver Hulst Wright-Patterson AFB, Ohio, Behavioral Sciences Lab., Aug. 1962 199 p 5 refs

(Contract AF 33(616)-8193)
(AMRL-TDR-62-85) OTS: \$5.00

This report details the research on preparation, production, distribution, evaluation, and verification of Air Force maintenance technical data. It highlights the impact of management on the procurement of accurate, timely, and economical data and identifies the areas in which management was found to be deficient. It points out the specific shortcomings in the data, in its preparation, distribution, and use. Finally, the report recommends actions considered necessary to first, improve the overall technical order system of management, and second, to enhance the quality, usefulness, and timeliness of the data produced.

Author

N67-40547# Congress. House. Committee on Government Operations.

BETTER MANAGEMENT OF RESEARCH EQUIPMENT PROCUREMENT AND UTILIZATION IN FEDERAL LABORATORIES

Washington, GPO, 1967 20 p refs 15th Report by the Comm. on Govt. Operations, 90th Congr., 1st Sess., 30 Oct. 1967

Attention is given to the huge scale and rising costs of Federal laboratory operations that require special management and continued improvement in a report by the Committee on Government Operations for the Committee of the Whole on the State of the Union to the 90th Congress. Both the difficulty in controlling the costs of laboratory equipment and inefficient management are noted, and emphasis is placed on the fact that greater economy and efficiency can be attained. The Brookhaven offer-of-sale procurement method, the U.S. Army Natick Laboratories' use of elapsed-time meters to establish equipment utilization, Goddard Space Flight Center's walk-through technique for identifying idle equipment, and equipment pools are mentioned as means to achieve better utilization.

M.W.R.

N67-40140# Logistics Management Inst., Washington, D. C.
TOTAL PACKAGE PROCUREMENT CONCEPT, SYNTHESIS OF FINDINGS

Jun. 1967 121 p ref
(Contract ARPA SD-271)
(AD-655814)

The Total Package method of procurement offers significant advantages over development-only type contracts for both the Government and industry. Advantages include cost savings, shorter development schedules, design for producibility, long range planning, and from the Government's point of view, increased competition. Disadvantages include greater financial risk, premature program definition, and severe competition and increased proposal expenses from the contractor's point of view. TPP should be applied to operational systems development programs and to smaller programs below the DoD Directive 3200.9 threshold criteria. TPP should not be applied to systems where the technology is rapidly changing and responsive to changing military needs or to systems which require an interface application. There is a greater need for an integrated management information system for TPP programs than there is for development-only programs. The Government should disengage from the contractor in TPP programs, and retain visibility but not control unless program redirection is necessary. On balance, the influential factors of cost, schedule, and system performance in the TPP programs studied tend to support rather than constrain technical innovation.

Author (TAB)

N67-39769# Logistics Management Inst., Washington, D. C.
MULTI-YEAR PROCUREMENT AT THE SUBCONTRACTOR LEVEL

Jun. 1967 37 p refs
(Contract ARPA SD-271)
(AD-655815)

The increasing use of multi-year and total package procurement has given rise to the possibility of achieving greater economies by the use of multi-year subcontracts. In addition, prime contracts placed on an annual funding basis, and sole source prime contracts may provide opportunities for price reductions through multi-year subcontracting. The purpose of this task is to (1) investigate industry policies and practices in using multi-year procurement techniques at the subcontract level; (2) identify and analyze DoD policy, fiscal, and contractual impediments, if any, to the use of multi-year subcontracts for both multi-year and non-multi-year prime contracts; (3) identify and analyze any extraordinary risks to both the Government and contractors inherent in multi-year subcontracting; (4) develop criteria for selection and conduct of procurements to test the practicability, and to determine the benefits to the Government of multi-year subcontracting.

Author (TAB)

M2 CONTRACT MANAGEMENT

N66-87880 Air Force Systems Command, Andrews AFB, Md.
MANAGEMENT OF CONTRACTOR DATA REPORTS, VOLUME 1

18 Nov. 1963 21 p Prepared with AF Logistics Command, Wright-Patterson AFB (AFSCM-310-1; AFLCM-310-1)

Policies, procedures, and general information for management of data by contractors are included in this first volume of a manual for Air Force contractors. Policy and responsibilities with regard to data acquisition are detailed; as are instructions for compliance with federal reports and various required data reviews. Logic flow network, time phased milestones, and specific acquisition flow are presented for a typical system acquisition flow. The policies, responsibilities, and management procedures described herein are those established by the Air Force Systems Command and Air Force Logistics Command headquarters. M.W.R.

N66-36536# Radiation, Inc., Melbourne, Fla.
COMBINING R AND D AND FOLLOW-ON PRODUCTION IN A SINGLE CONTRACT

John W. Simmons In Canaveral Council of Tech. Soc. 3d Space Congr. 1966 p 420-426 (See N66-36506 22-30)

The combined contract, designed to reduce or eliminate problems which have caused concern to the government and still not go to the extreme and require the contractor excessive risk, is discussed. It is pointed out that considerations should be given to the specific type of procurement. The cost plus fixed fee, cost plus incentive fee, fixed price incentive, and fixed price contracts are compared. Examples are included, and additional conditions are mentioned. N.E.N.

M3 RESEARCH & DEVELOPMENT

N67-81120 Wisconsin Univ., Madison. Center for Advanced Study in Organization Science.

ORGANIZATIONAL FACTORS IN SCIENTIFIC PERFORMANCE IN AN INDUSTRIAL RESEARCH LABORATORY Final Technical Report

Clagett G. Smith Oct. 1966 203 p refs
(Contract Nonr-4743(00))
(AD-641423)

The research constituted an investigation of organizational factors in scientific performance. A number of hypotheses were tested within a theoretical framework whose major premise states that outstanding achievement in science requires an 'essential tension' between an orientation toward tradition or wisdom and toward innovation or novelty. Work of highest significance is believed to occur in the simultaneous presence of conditions emphasizing wisdom and of those emphasizing novelty. Specifically, several sources of wisdom and novelty were examined as they arose from individual patterns of consultation, from processes occurring within the work group, and from certain aspects of organizational structure. These variables provided substantial predictions of scientific performance, particularly at the work group and organizational level. Thus, the findings partially substantiate the theory while at the same time suggesting certain modifications applicable in the administration of industrial research laboratories. Author (TAB)

N67-33183# Oak Ridge National Lab., Tenn.
CRITICAL PATH TIME-COST SCHEDULING FOR MANAGEMENT OF RESEARCH AND DEVELOPMENT PROJECTS

W. W. Goolsby and F. T. Snyder May 1967 85 p refs
(Contract W-7405-ENG-26)
(ORNL-4112) CFSTI: HC\$3.00/MF\$0.65

A method of managing research and development projects that incorporates a system of cost control with critical path scheduling has been developed at Oak Ridge National Laboratory, and the method is currently being used on selected projects at the Laboratory. This method serves the needs of the project managers in planning, analyzing, and controlling projects from their inception through their completion. Designed as a general-purpose system that makes maximum use of the automated processing of information, the scheduling system permits management to obtain a coordinated set of time and resource schedules with the option of resource leveling. The cost system uses the information generated by the scheduling system to collect and report detailed costs for labor, material, and equipment. The actual expenditures of time, manpower, and dollars are then compared with the estimated expenditures and the scheduled progress. The development of this time-cost method of project management at Oak Ridge National Laboratory is discussed in this report, and the functions of the scheduling and cost systems, the input requirements for the computer programs, the computer reports, and the options available are described. Author (NSA)

N66-84247 Stanford Research Inst., Menlo Park, Calif.
APPLICATIONS OF THE BEHAVIORAL SCIENCES TO RESEARCH MANAGEMENT: AN INITIAL STUDY IN THE OFFICE OF AEROSPACE RESEARCH
Howard M. Vollmer Nov. 1964 93 p refs
(Contract AF 49(638)-1028)

Organization of research activities; evaluation of research productivity; and recruitment, retention, and utilization of scientists are considered in a program dealing with applications of the behavioral sciences to research management. The program was conducted by having a behavioral scientist work for a period of several weeks in close association with the members of an Office of Aerospace Research (OAR) headquarters or laboratory staff in order to build a communications bridge in OAR between the practical world of management and the theoretical world of behavioral sciences research. The OAR practices are compared to behavioral sciences findings in the areas of organization, productivity, and personnel management; and problems encountered by OAR are presented. M.W.R.

N66-36539# International Business Machines Corp., Bethesda, Md. Federal Systems Div.
CAPABILITY MANAGEMENT: AN APPROACH TO SELLING RESEARCH AND DEVELOPMENT
Salvatore F. Divita In Canaveral Council of Tech. Soc. 3d Space Congr. 1966 p 427-432 (See N66-36506 22-30)

This paper contains a new concept in the approach to marketing R&D capabilities to the defense/space market. The concept is based primarily on establishing capability managers as the focal point of the marketing function. It suggests that this is only one of the several new concepts that are needed to meet the challenges of this unique marketplace. The paper reviews the current approach to selling R&D and tries to relate it to the workings of the marketplace. It points out some of the fundamental shortcomings of the current practice and, in building upon this examination, it goes on to suggest a new approach to the problem. Author

N66-32852# Sandia Corp., Albuquerque, N. Mex.
ORGANIZATION AND MANAGEMENT OF A STANDARDS AND CALIBRATION PROGRAM FOR A RESEARCH AND DEVELOPMENT LABORATORY

R. L. Schneider Apr. 1966 10 p Presented at the Natl. Conf. of Std. Labs., Ann. Meeting, Gaithersburg, Md.
(Contract AT(29-1)-789)
(SC-DC-66-1491; CONF-660522-1) CFSTI: HC \$1.00/MF \$0.50

A measurement standards and instrument calibration program for a research and development laboratory is described. The description of this program deals primarily with the organizational philosophy of the system and does not delve into the technical aspects of standards or instrument calibration.

NSA

N66-13617# Massachusetts Inst. of Tech., Cambridge. Alfred P. Sloan School of Management.

RESEARCH PROGRAM ON THE MANAGEMENT OF SCIENCE AND TECHNOLOGY. TIME ALLOCATION AMONG THREE TECHNICAL INFORMATION CHANNELS BY R & D ENGINEERS

Thomas J. Allen and Maurice P. Andrien, Jr. Aug. 1965 25 p refs
(Grants NSF GN-233; NSF GN-353)
(Rept.-131-65)

Four parallel research and development projects are examined to determine the manner in which engineers and scientists allocate their time, and the effect of this allocation on the outcome of the projects. The use of matched pairs of projects allows the relative evaluation of outcomes by technical monitors in the customer agencies. It is seen that the percent of total time spent in three categories of information gathering (outside consultation, staff consultation, literature search) varies significantly over the life of a project. Higher rated teams are relatively stable in all phases of information gathering while lower rated teams initially spend far more time gathering information than they do in the later stages, and fluctuate more throughout the project. It is also seen that subsystems characterized by greater uncertainty receive a higher percent of information gathering time than subsystems where uncertainty is lower. C.T.C.

N65-86414 Air Force Systems Command, Edwards AFB, Fla. Directorate of Armament Development.

A STUDY OF R & D EFFECTIVENESS OF A SMALL USAF ORGANIZATION EMPLOYING TIME, COST, AND PERFORMANCE FACTORS OF CONTRACTED EFFORT

William W. Metz (M. A. Thesis—Fla State Univ.) Oct. 1964 33 p refs
(ATL-TR-64-70; AD-454536)

Effectiveness of research and development procurement in the field of airborne targetry was studied in terms of performance, development time, and development cost. Case studies were a representative sample of 25 contracts completed during a six-year period; and a decided bias was evidenced toward over-optimism and the consequent understatement of development time and cost of targetry equipment. In addition to competitive optimism, major factors contributing to development cost increases were technical difficulty, additional scope, and change in overhead rates. The more ambitious the targetry project, the less accurate were the development time predictions; although the end item performance was usually realized as the result of increased development costs and time. It is hypothesized that in-house research and development efforts have definite advantages over contracted efforts. M.W.R.

N65-18294# Stanford Research Inst., Menlo Park, Calif.
APPLICATIONS OF THE BEHAVIORAL SCIENCES TO RESEARCH MANAGEMENT: AN INITIAL STUDY IN THE OFFICE OF AEROSPACE RESEARCH

Howard M. Vollmer Washington, AFOAR, Nov. 1964 94 p refs
(Contract AF 49(638)-1028)
(IMU-3580; AFOSR-64-2555; AD-609356)

The method of study included collection of data by use of personal interviews, a standard written questionnaire, and review of management records. It also included inputs of information from the behavioral sciences to management during the 12-month period covered by the study. Findings on research organization substantiate the importance of protecting the integrity of research activities and of differentiating them from development, to maintain a participatory style of leadership, to support methods to translate research findings into rapid utilization, and to assure a sense of continuity in laboratory structure and research programs. Findings on the evaluation of research productivity point out methods to measure the quality of research products, as well as quantity, through examining subsequent citations of publications and the source of original publication. Findings on the recruitment, retention, and utilization of scientists suggest the importance of freedom in the conduct of research as a general incentive, and also indicate the importance of further research to analyze effectiveness of different incentives for different types of civilian and military scientists identified in this study. Author

N64-32217 Office of Naval Research, Washington, D.C.
AN EXPLORATORY STUDY IN RESEARCH PLANNING METHODOLOGY

Herman I. Shaller Sep. 1963 19 p ref
(ONR-ACR/NAR-27)

A quantitative methodology for use as an aid to research program planning is sought. An operations research approach to the problem is described, and a generalized systems concept of the research planning process is outlined as background material for the analytical techniques proposed. There are three basic ingredients to the proposed research planning system. The first is the concept of a category-attribute matrix, which describes numerical relationships between desired attributes of a research program and categories of research. The matrix yields a numerical output called "effectiveness." The second ingredient is a predetermined collection of classification systems, which suggests a set of constraints for a balanced program. The third ingredient is a perturbation technique that is used to answer questions posed to the system. Five theorems are proved, and a model consisting of numerical arrays has been formulated to characterize the state of a program. Author

N64-27208 National Science Foundation, Washington, D.C.
COUNTRY REPORTS ON THE ORGANIZATION OF SCIENTIFIC RESEARCH: UNITED STATES

Mary E. Corning Organisation for Econ. Co-operation and Develop. [1963] 92 p refs

Because of the lack of concise and reliable information on the organization of sciences in member countries of the Organization for Economic Co-operation and Development, it was decided that reports should be prepared by the countries themselves, but that a uniform pattern in subject material and terminology should be followed. The subject of the survey is the mechanism of research, including information on the establishments organizing and promoting scientific research. The reports concentrate on the natural sciences (pure and applied science and technology); educational matters are included only insofar as they pertain to a country's research efforts. D.S.G.

M4 MANAGEMENT TOOLS & TECHNIQUES

N67-80945 Naval Postgraduate School, Monterey, Calif.

A MATHEMATICAL MODEL OF LONG-RANGE PLANNING

Thomas E. Oberbeck *In its Fac. and Staff Reprints* [1964] 16 p refs. Presented at the 10th Intern. Meeting of the Inst. of Management Sci., Tokyo, 21-24 Aug. 1963 (See N67-80915)

Thirty-four publications by faculty and staff of the United States Naval Postgraduate School are reprinted that deal with a variety of subjects in the biological and physical sciences. Some of the papers consider optimal determinations of ship routes, various aspects of automatic control theory, and theoretical mathematical presentations. Management related contributions are concerned with cross disciplinary education in control engineering, a mathematical model of long range planning, and optimum control. M.W.R.

N67-80496 Mitre Corp., Bedford, Mass.

INFORMATION SYSTEM SIMULATION AND MODELING TECHNIQUES

[1962] 125 p refs. Presented at 1st Congr. on the Inform. System Sci., Bedford, Mass., 14 Nov. 1962; Sponsored by Mitre Corp. and AF Electron. Systems Div.

Three reports presented at an information system sciences conference session deal with information systems simulation and modeling techniques. Leviathan, an approach to an experimental study of large organizations with the aid of computers is detailed, including the conceptual model, command language, hierarchical diversity, automatic mode and live simulation, and simulation in a combined live and artificial mode. Another paper presents a methodological spectrum, considers experimental design in empirical systems research, and makes a functional task analysis of the information systems research project. A third presentation deals with an environmental simulation as a technique for studying human behavior. M.W.R.

N67-38062 California Univ., Berkeley. Operations Research Center.

A NOTE ON DIVISIBILITY ACTIVITIES IN CRITICAL PATH ANALYSIS

Lawrence D. Bodin *In its Notes on Operations Res.*—6 May 1967 6 p refs (See N67-38061 23-19)

An alternate method of solving the divisible activity problem is discussed. Constraints are added to make the original alternate primal formulation a special case of the cost-time project scheduling problem. This redefinition permits the divisible activity problem to be solved by an algorithm already developed for solving the cost-time project scheduling problem. N.E.N.

N67-33913# Frankford Arsenal, Philadelphia, Pa.

A NUMERICAL TAXONOMY METHOD TO EVALUATE AND PREDICT EQUIPMENT PERFORMANCE AND ENVIRONMENTAL ENGINEERING DATA

Maurice H. Simpson Apr. 1967 64 p refs
(FA-R-1847; AD-653621) CFSTI: HC \$3.00/MF \$0.65

Environmental engineering seeks solutions to particularized problems about equipment compatibility with natural and man-made environments. Since World War II environmental engineering has become costly, time consuming and a big consumer of lead time in product development. However, since World War II considerable environmental effects data about equipment performance has been painstakingly obtained and stored. These data are pertinent and relevant to present day equipment. It is accessible—yet, it isn't being used. The engineering community continues to design and test rather than 'search' the literature for these environmental effects data. As an element of engineering, information is meaningful only in terms of decision making, and decision making patterns related to physical systems. Raw description doesn't adequately fit this

pattern, so the engineer cannot use it. Information retrieval system effectiveness is now measured by the number of hits vs misses of relevant documents retrieved. This is not enough for the engineer, he needs information, not data or some documents that might contain what he is looking for. The proposed method developed herein corrects this situation by converting the raw documental data into usable information directly applicable to the engineer's decision process in terms related to performance of physical systems. It does so by introducing into the information retrieval process a system of numerical taxonomies that are clinically diagnostic of equipment performance characteristics. These taxonomies are descriptive throughout the range from failure to oversuccess and are called 'environmental predictors.' Author (TAB)

N67-21816# Oak Ridge National Lab., Tenn.

CRITICAL-PATH METHOD FOR SCHEDULING THE TRANSURANIUM PROCESSING PLANT: AN APPRAISAL

W. D. Burch and C. H. La Master Mar. 1966 44 p ref
(Contract W-7405-ENG-26)

(ORNL-3925) CFSTI: HC \$3.00/MF \$0.65

At the direction of the Atomic Energy Commission, the construction of the Transuranium Processing Plant was scheduled by the critical-path method (CPM) as a test of its usefulness in coordinating and expediting all phases of a major construction project. The use of CPM for the ORNL phases of the project is summarized, along with techniques used and major problems and advantages of this method in scheduling the design, procurement, fabrication, and installation of equipment. Coordination and scheduling of associated research and development programs were attempted with only limited success. To the members of the project, CPM appeared to have outstanding advantages over previous scheduling systems for a construction project. The fact that the basic project was completed very nearly on schedule (12/31/65) and well within the originally allotted funds can be at least partially attributed to the exacting scheduling required by CPM. The cost attributed directly to scheduling represented 1.3% of total funds expended on the project by the Laboratory. Specific methods used, and discussions of day-to-day management and supervisory uses of the technique are reported. Examples are given to show advantages in developing such schedules, their usefulness in alerting management to trouble spots, and the actions taken by management. Examples of failure to meet expectations are also cited. Author (NSA)

N67-15410# System Development Corp., Santa Monica, Calif.

INFORMATION PROCESSING POTENTIALS IN LARGE-SCALE OPERATIONS Summary Report, Oct. 1962-Jun. 1966

Beatrice K. Rome and Sydney C. Rome 18 Jul. 1966 42 p refs
(Contract AF 19(638)-5166)

(TM-1128/100/00; AD-640591) CFSTI: HC \$3.00/MF \$0.65

In the study of large organizations, the information, communication, and governing processes have been extremely difficult to formulate. Towards such a formulation, the strategy of the Leviathan studies has been to pursue two lines of attack—theoretical formalization and computer-based simulation. By these means, Leviathan research has studied the interrelationships between (1) executive policy making and control and (2) system performance of large organizations, within (3) experimentally controlled laboratory environments. In answer to the challenge of markedly enhanced computer capabilities just now being made available, practical and theoretical advances have been made in formalizing the communication and governing process in large organizations. These advanced formulations and their significance are explained. Author (TAB)

N67-13766# Deutsche Forschungsanstalt für Luft- und Raumfahrt, Brunswick (West Germany).

NETWORK PLANNING TECHNIQUE. A SURVEY ON THE METHODS OF CPM AND PERT [NETZPLANTECHNIK. EINE ÜBERSICHT ÜBER DIE VERFAHREN CPM UND PERT]
A. Papendieck Mar. 1966 46 p refs In GERMAN; ENGLISH summary

(DLR-MITT.-66-12) CFSTI: HC \$2.00/MF \$0.50

During the last years the field of time scheduling for large projects has seen the fast expansion of a new planning method known by many different names. The most frequently used names are Network Planning Technique, Network Analysis, PERT (Program Evaluation and Review Technique), and CPM (Critical Path Method). The number of different names has been estimated to approximately fifty. The methods, however, are only slightly different from each other, the essential principles are inherent to all of them. This report considers the main ideas. Finally, a computer program is described. Author

N67-12014 Joint Publications Research Service, Washington, D. C.

APPLICATION OF ORGANIZATION CONTROL SYSTEMS

V. Yu. Nevrayev et al 23 Nov. 1966 13 p Transl. into ENGLISH of a Report Originally Entitled "Metodicheskiye Materialy Po Sozdaniyu i Primeneniyu Sistem Organizatsionnogo Upravleniya, Vyp 1 Printsipy Postroyeniya Setevykh Modeley Kompleksov Operatsii" Moscow, Inst. of Automation and Telemechanics, 1964 (JPRS-38762; TT-66-35186) CFSTI: \$1.00

Presented is a discussion of basic concepts and methods used in the development and application of organization control systems for handling complex operations. S.C.W.

N67-10520# Texas A&M Research Foundation, College Station.
SIMULATION OF PERT PROJECT COMPLETION TIMES BY STRATIFIED SAMPLING METHODS Technical Report No. 3

Larry J. Ringer [1966] 11 p refs

(Contract DA-31-124-ARO(D)-282)

(AROD-4721-4; AD-637830) CFSTI: HC \$1.00/MF \$0.50

The algorithms for computing the cumulative distribution of the completion times of PERT networks proposed by Hartley and Worthan (AD-626 486) and Ringer (AD-630 841) will in general only reduce the original network to a network with fewer activities. The c.d.f. of the project completion time for the reduced network will then be computed by some other method, such as Monte Carlo simulation. In this note sampling schemes for estimating this c.d.f. are discussed. A completely random sampling scheme and a sampling procedure based on stratification of activity completion times are described and compared. Author (TAB)

N66-87830 Information Dynamics Corp., Wakefield, Mass.

A METHODOLOGY FOR THE ANALYSIS OF INFORMATION SYSTEMS Final Report

David E. Sparks, Mark M. Chodrow, and Gail M. Walsh May 1965 112 p refs

(Contract NSF-C-370)

(R-4003-1)

Management problems in information network design and mathematical modeling techniques as management tools are considered in a study dealing with the representation and economic evaluation of various possible scientific and technical information systems. Elaboration of the mathematical framework was followed by the writing and debugging of a computer program and the development of test case data. Schemata of organization, organizational dimensions, and structure and allocation are detailed for

the test cases; and these cases are considered according to user communities, interdisciplinary bias of the communities, information input types and their transformation within the system, processes to carry out the transformations, and cost factors related to information types and processes. The presented methodology is considered to have a high degree of usefulness for testing information system configurations and for general management planning. M.W.R.

N66-80779 Operations Research, Inc., Silver Spring, Md.
A GENERALIZED NETWORK APPROACH TO THE PLANNING AND SCHEDULING OF A RESEARCH PROJECT

Howard Eisner Repr. from Operations Res., v. 10, no. 1, Feb. 1962 p 115-125 refs

This paper describes a configurational and mathematical tool that may be used in the planning and scheduling of a research program. The configuration, termed a decision box (db) network, is a generalization of the PERT network and allows alternative procedures for accomplishing research tasks to be considered. The probability of following each alternative is estimated, leading to a ranking, in terms of probability of occurrence, of the possible outcomes of the research program. The entropy of the process is calculated using classical information theory concepts. Standard PERT techniques for time estimating and scheduling, superimposed upon the db network structure, complete the description of this research management tool. Author

N66-80359 Army Electronics Logistics Research Office, Philadelphia, Pa.

AN EXTENSION OF PERT TO MULTI-PROJECT AND FUNCTIONAL MANAGEMENT: PERT-C

Jan. 1963 43 p Repr. of "A Signal Corps Concept for Multi-Project Management" May 1962 (AD-417333)

This paper describes a management information system and evaluation technique which has been designed for use by the U. S. Army Electronics Command in planning, scheduling, and monitoring the acquisition of communications-electronic equipments. The technique is designed to be a response to the general problem of "project" or "systems" management across functionally oriented field operating agencies. One of its primary objectives is to provide data, in varying detail and format, for use at all levels of management—at local operating levels as well as at command levels. Author

N66-39602# System Development Corp., Santa Monica, Calif.
DEVELOPMENT OF EQUATION FOR ESTIMATING THE COSTS OF COMPUTER PROGRAM PRODUCTION

V. La Bolle Bedford, Mass., AFSC, Electron. Systems Div., Jun. 1966 57 p

(Contract AF 19(628)-5166)

(TM-2918/000/00; ESD-TR-66-350; AD-637760) CFSTI: HC \$3.00/MF \$0.50

The report summarizes System Development Corporation (SDC) Technical Memorandum TM-2712 (AD-631 259). Additional sets of equations are given. Each set contains four equations; each equation shows how to form an estimate for one of the cost measures—number of man months, computer hours, new machine language instructions, months elapsed—by combining numerical values for selected factors that influence these costs. This report reviews the development of these equations including the application of statistical methods such as correlation and multivariate regression to experience data that characterize 74 computer programming efforts completed at SDC. The earlier work in the first cycle, a similar analysis of data for 27 SDC computer

programming efforts, is also described. After the publication of TM-2712, the second cycle was continued by additional analysis of the same SDC data for 74 computer programming efforts. The aim of the additional work was to improve the estimating precision of the equations presented in TM-2712. The improvements reported were achieved by deriving new cost equations, one set based upon a truncated sample and then three sets based upon three subsamples of the data. An interim evaluation of the work completed in the first and second cycles presents proposed improvements in approach and research methods

Author (TAB)

N66-35641# Mitre Corp., Bedford, Mass.

AESOP: A GENERAL PURPOSE APPROACH TO REAL-TIME, DIRECT ACCESS MANAGEMENT INFORMATION SYSTEMS

Joseph Spiegel, John K. Summers, and Edward M. Bennett
Bedford, Mass. AFSC, Electron, Systems Div., Jun. 1966 38 p
Presented at the Am. Management Assoc. Meeting, New York, Feb. 1966

(Contract AF 19(628)-5165)

(MTP-33; ESD-TR-66-289; AD-634371) CFSTI: HC \$2.00/MF \$0.50

AESOP, a laboratory-based prototype of a general purpose, on-line, visually-oriented information system, is used to investigate ways of handling many different types and levels of command and management problems spanning organizational levels from the executive suite down through the staff and operations analysts to the actual system designers and programmers. In particular, it deals with those organizational activities that require highly flexible, direct-access capabilities, the system is configured for easy use by the inexperienced as well as by the sophisticated, and utilizes a variety of user station devices to facilitate such flexibility, including a cathode-ray-tube display, a lightgun, a typewriter, and associated push-buttons. At each station, it is capable of generating, editing, and formatting information on-line, as well as building, executing, and debugging on-line the analytic and mathematical procedures and algorithms of both the users and the system itself, depending upon the organizational area or level of the user. Although the basic prototype system was developed for use in military command and management planning and information systems, its philosophy and concepts are applicable to industrial and academic organizations.

Author (TAB)

N66-29484# System Development Corp., Santa Monica, Calif.

RESEARCH INTO THE MANAGEMENT OF COMPUTER PROGRAMMING: A TRANSITIONAL ANALYSIS OF COST ESTIMATION TECHNIQUES

G. F. Weinwurm and H. J. Zagorski Nov. 1965 221 p refs
Includes errata sheet

(Contract AF 19(628)-5166)

(TM-2712/000/00; TM-2712/000/00A; AD-631259) CFSTI: HC \$6.00/MF \$1.25

The report embodies results of a continuing research effect on development of management guidelines, standards, and techniques of computer programming. The report focuses on a statistical analysis of 74 completed computer programming jobs in terms of their resource-costs and related variables. The primary results are: indices of job difficulty, job type, development environment, and job uniqueness; a costliness factor that permits programming tasks to be ranked in this respect; weighted composites of the indices for estimating the cost of particular programming jobs; and scoring and confidence-band techniques

for blending intuitive managerial judgments with the formal cost-estimation procedures. Supplementary findings include indications of the relative sensitivity of job cost to changes in the values for the indices, and preliminary comparisons of resource usage between programs produced in machine-oriented or procedure-oriented languages. Recommendations are made for the collection of more accurate and current data on programming jobs during the production cycle, and the development of a census of computer programming, to enable the design of precise sampling experiments for subsequent analyses.

Author

N66-26411# Texas A&M Univ., College Station. Inst. of Statistics.

INTEGRAL OPERATORS FOR PERT SUB NETWORKS
Technical Report No. 2

Larry J. Ringer 23 Mar. 1966 12 p ref

(Grant DA-31-124-ARO(D)-282)

(AROD-4721-3; AD-630841) CFSTI: HC \$1.60/MF \$0.50

An algorithm was previously developed for computing the cumulative distribution of the completion time for certain PERT networks. These networks (which are termed 'multiple crossed') are composed of certain simple sub-networks: (a) two activities in series, (b) several activities arranged in parallel, and (c) five activities arranged in 'Wheatstone Bridge' configuration. In this note an extension is made to the concept of a 'multiple crossed' network by adding two additional sub-networks as building blocks to the three mentioned. Included is the development of integral operators for the 'double Wheatstone Bridge' and the 'criss-cross'.

C.T.C.

N66-22554# Applied Physics Lab., Johns Hopkins Univ., Silver Spring, Md.

SCHEDULE ANALYSIS PROCEDURE

R. P. Rich Apr. 1960 34 p ref

(Contract NOrd-7386)

(TG-397; AD-627398) CFSTI: HC \$2.00/MF \$0.50

The report describes a Schedule Analysis Procedure for use with the time schedule of a Research and Development (R and D) Program. The procedure is: (1) Identify certain clearly definable time points, called events, within the R and D program. (2) Identify the activities which must be carried out in order to get from each event to its immediate successors. (3) Obtain statistical estimates of the amount of time required for each of these activities. (4) Analyze the network of events and activities so defined to determine potential critical activities and chains of activities. (5) Take the necessary action—rescheduling, expediting, application of additional effort, etc.—to relieve the criticality. (6) Repeat as the needs of the program indicate. Step 4 can be carried out on a digital computer in an expeditious fashion, but clearly the results of this step will be of little value unless the inputs derived from steps 1-3 are reasonably reliable, and the corrective action in step 5 is taken.

Author (TAB)

N66-20839# Mitre Corp., Bedford, Mass.

ESTIMATING METHODS AND DATA SOURCES USED IN COSTING MILITARY SYSTEMS

M. V. Jones Bedford, Mass., AFSC, Electron, Systems Div., Dec. 1965 129 p refs

(Contract AF 19(628)-2390)

(TM-04263; ESD-TR-65-396; AD-626153) CFSTI: HC \$4.00/MF \$1.00

The choice of estimating methods and the selection of data sources are two important, closely allied decisions that

a cost analyst makes in estimating the costs of a military system. This report discusses five basic estimating methods, examines the advantages and disadvantages of each, and identifies the types of data required to use each method. The 5 methods are (1) per unit catalog price or planning factor, (2) cost-to-cost estimating relationship, (3) noncost-to-cost estimating relationship, (4) specific analogy, and (5) expert estimate.) Two basic data sources, documented historical evidence and projected expert opinion, are discussed as a means of carrying out these estimating methods. The report also briefly reviews existing data base systems that have been organized to make these data sources available to the cost analyst.

Author (TAB)

N66-20637# Research Analysis Corp., McLean, Va.
APPLICATION OF CHANCE-CONSTRAINED PROGRAMMING TO SOLUTION OF THE SO-CALLED "SAVINGS AND LOAN ASSOCIATION" TYPE OF PROBLEM

Ye. K. Degtyarev *In its* News of the Acad. of Sci. USSR, Dept. of Tech. Sci., Tech. Cybernetics, No. 6 11 Mar. 1966 p 96-112 refs (See N66-20606 10-10) CFSTI: \$6.00

An algorithm for planning the fulfillment of a finite series of commands on asynchronous digital computer (ADC) is proposed if the commands consist of operations of known length which belong to a finite set of operations, and each operation may be fulfilled on a unique circuit from a finite set of circuits making up the ADC. As a result of application of the algorithm to a series of commands a linear graph is constructed with the vertex of the functions the critical path of which equals the time of fulfillment of the series of commands. A theorem is proved about the applicability of the algorithm. Author

N66-17591# David Taylor Model Basin, Washington, D. C.
 Applied Mathematics Lab.

MODERN MISER: A CRITICAL PATH AND RESOURCE ALLOCATION METHOD FOR THE UNIVAC LARC

Abel William Camara and Natalie Tarter Goldberg May 1964 142 p refs

(DTMB-1796; AD-602827) CFSTI: HC \$5.00/MF \$1.00

The MODERN MISER System is a planning and scheduling tool developed on the Remington-Rand UNIVAC LARC Computer. It is designed to assist management in comprehending the logical restrictions on a series of activities pertaining to one or many projects. The system includes a basic critical path method, a cost optimization routine, a float allocation procedure, the facility for manpower leveling, and the resource planning and scheduling method. Various algorithms used in the development of the system are discussed. The machine procedure used to adapt these formulas to the LARC are shown.

Author (TAB)

N66-15196# Joint Publications Research Service, Washington, D. C.

MATHEMATICAL FORMULATION OF A SIMPLIFIED MODEL OF PRODUCTION PLANNING

Yu. N. Tyurin 6 Jan. 1966 36 p refs Transl. into ENGLISH from Ekon. i Mat. Metody (Moscow), v. 1, no. 3. May/Jun. 1965 p 391-409

(JPRS-33613; TT-65-30057) CFSTI: \$2.00

A production model is considered in which consumption during the planning period is given, and a production plan to satisfy this consumption is selected. A system of objectively conditioned evaluations of commodities and production capacities was studied. Commodity is the term used to describe everything produced by the economic system, and the amounts of commodities are measured in continuously changing quantities. Each individual enterprise or economic unit is described by

its economic possibilities; that is, at identical expenditures of labor, power, raw materials, semi-finished products, etc., the same enterprise has the possibility of manufacturing different finished products. Each enterprise is put into relationship with a production map. The mathematical details and the concept of a differentiable map are given, and the conditions for the differentiability are formulated. The overall production possibilities of the entire economy are also described for a time period by the production map. The criteria of optimality are considered for the aims of the economy, and formulas are derived to define management by means of evaluation, and the income and outlay structure.

M.G.J.

N66-15167# Stanford Univ., Calif. Inst. for Mathematical Studies in the Social Sciences.

THE NONSUBSTITUTION AND NONSWITCHING THEOREMS IN A MODEL WITH FIXED CAPITAL

Eytan Sheshinski and Edwin Burmeister 20 Aug. 1965 28 p refs

(Contract Nonr-225(50))

(TR-135; AD-622793) CFSTI: HC \$2.00/MF \$0.50

Let a competitive economy produce commodities of varying durabilities, such that (a) production processes exhibit constant returns to scale; (b) there is one exogenous non-productive factor; (c) there are alternative techniques to produce each good; (d) it is possible to define conversion coefficients for old durable goods in terms of new goods of the same kind. Theorem: Let (A)-(d) hold. Then I: A long-run equilibrium of input-output coefficients and of prices in terms of wage units is uniquely determined for any preassigned value of the rate of interest. II: It is impossible to have identical techniques at different interest rates. This theorem generalizes Samuelson's static and dynamic nonsubstitution theorem.

Author (TAB)

N66-11335# Pennsylvania Univ., Philadelphia.
INVENTORY CONTROL UNDER STOCHASTIC LEAD TIME AND STOCHASTIC DEMAND

Kenneth R. Rand, Jr. (M.B.A. Thesis) 1965 111 p refs (AD-620921)

An attempt is made to investigate the behavior of an inventory system in which lead time, the size of the demand order, and the time between successive demand orders are all random variables with known probability distributions. Since adequate analytical mathematical models are not existent, a computer-based simulation model is used to study the inventory system. An introduction to the inventory problem and a description of inventory systems currently in use are provided. The formulation of the model is described. Results are presented as graphs of stockout time as a function of reorder point.

TAB

N66-10809# Northwestern Technological Inst., Evanston, Ill.
DATA, MODELING AND DECISION

A. Charnes and W. W. Cooper Jun. 1965 12 p refs Prepared jointly with Carnegie Inst. of Tech. /its Systems Res. Memo-127

(Contracts Nonr-1228(10); Nonr-760(24))

(AD-620172)

Past experience with models—and related methods of analysis—may be an inadequate guide for managers considering a use of new tools now available. The latter, viewed as multiple-variable systems models, may differ in their data requirements and decision possibilities in comparison with predecessors that could handle only a few variables at a time. In approaching these new tools it is desirable to consider using the models as guides to data collection as well as decisions. This refers

not only to data variety but also to data quality as judged by reference to the model itself. It may then be possible to eliminate needless expenditures of time and money on collecting or refining data. It is also desirable to consider integrating the modelling and decision making. Evaluations may then be secured which can guide alterations to the model and also open new decision possibilities which would otherwise not be apparent. The value of such a joint approach to data, models and decisions is examined and illustrated in the following article with special reference to media mix and new products marketing applications.

Author (TAB)

N65-82741 System Development Corp., Santa Monica, Calif.
MANAGEMENT OF COMPUTER PROGRAMMING FOR COMMAND AND CONTROL SYSTEMS

K. Heinze, N. Claussen, and V. La Bolle 8 May 1963 43 p refs
 (Contract ARPA SD-97)
 (SDC-TM-903/000/02: AD-415721)

Programming managers, the Department of Defense, and the Air Force Systems Command are becoming increasingly concerned with improving programming and reducing costs. Thus, a study of management techniques for computer programming in command and control systems is being conducted at the System Development Corporation. In this document, the Computer Program Implementation Process (CPIP) project reports the findings of this study. Seven computer programming efforts were surveyed to reveal the characteristics of computer programming, including growth, military use, and staffing. In a section titled "Program Development Problems," such management difficulties as computer unavailability and the effects of customer delay in design decisions are discussed. The CPIP project recommends improving: (1) the identification of programming activities and products by, among other means, establishing a common technical language and, (2) customer relations, by recognition and understanding of customer needs (including his working environment), and the need for the customer to understand the developer's approach to the program. Managers have difficulty in controlling and planning programming efforts without precise and detailed cost data, standard performance measures, and definitions of tasks and products. Knowledge of managing and developing computer programming systems must be extended and detailed, and programming must be formalized.

Author

N65-29233# United Kingdom Atomic Energy Authority, Harwell (England). Theoretical Physics Div.

A WORKSHOP SCHEDULING PROCEDURE

T. A. J. Nicholson Mar. 1965 30 p refs
 (AERE-M-1568) HMSO: 4s

A procedure is described to schedule jobs through a workshop. Each of the jobs consists of a specified sequence of operations, and the procedure is designed to order these operations through the machines efficiently in terms of a management objective. The usual objective is to complete the work in the minimum time, but in this paper three objectives are distinguished. The procedure does not necessarily provide an optimal scheduling, but it should be near optimal. It is essentially simple and easy to implement.

Author

N65-23971# Boeing Co., Seattle, Wash.

THE INTEGRATION TOOLS OF SYSTEM MANAGEMENT
 H. K. Hebler Paris, Eurospace, [1964] 46 p Presented at the U. S.-European Conf., Rome, 22-24 Jun. 1964

Discussed are the major tools of system management which relate to the integration of the work of one contractor with the work of another, with emphasis in the areas of work and

time management. These tools are initiated and reviewed by pure management organizations, and actually detailed and completed by the functional organizations. Integration tools of work management consist of event logic networks for work definition; program plans for agreement on how work will be done; systems requirements analysis for identifying and quantifying equipment, manning, and procedures; and interface control for responsibility assignment to insure compatible mating hardware. Integration tools of system schedule management consist of establishing schedules; keeping track of progress; and taking corrective action in system management.

G.G.

N65-23854# Union Carbide Nuclear Co., Oak Ridge, Tenn.
AN APPLICATION OF CRITICAL PATH SCHEDULING TO DESIGN ENGINEERING (SANS COMPUTER)

J. H. Boyd, Jr. (M.S. Thesis-Tennessee Univ.) 1 Mar. 1965 105 p refs
 (Contract W-7405-ENG-26)
 (Y-1480) CFSTI: \$4.00

A method is presented for the planning and scheduling of design engineering projects by applying the fundamentals of critical path scheduling, sans computer. An actual case history is used, and the detailed mechanics of installing the project on critical path is presented. This method is suitable for design engineering organizations that range in size up to 200 engineers and draftsmen. The experience of 2 1/2 years of applying critical path scheduling to design engineering projects is summarized.

Author

N65-23231# United Kingdom Atomic Energy Authority, Harwell (England). Engineering Div.

INTRODUCTION TO CRITICAL PATH PLANNING

G. T. Sneddon Sep. 1963 34 p
 (AERE-M-1280)

This paper describes techniques to produce a network showing the activities relating to any particular project, the emphasis being upon the practical problems encountered in preparing the network to suit the facts of the case. A simplified example is used to demonstrate the pitfalls and the method of analysis.

Author

N65-23091# Tufts Univ., Medford, Mass.
COMPUTER SIMULATION MODEL FOR ORGANIZATION THEORY

Thornton B. Roby [1964] 78 p refs
 (Contracts Nonr-494(15); AF 19(628)-2450)
 (TR-8; AD-611870)

A theoretical discussion is presented on the utilization of computers in analyzing organization theory. The computer simulation model is considered a novel and unique theoretical tool. Three aspects of the model are considered: the structure of the initial nucleus from which the model is refined and elaborated; the substantive elements or building blocks of which the model is constructed; and the language in which the model is couched. The process of testing and revising the computer model, and its relationship to empirical data, are discussed. A four-stage testing process is outlined; internal testing, initial tests of ad hoc validity, tests of extended validity or generalizability, and process evaluation.

TAB

N64-84874 Army Signal Corps., Philadelphia, Pa. Logistics Evaluation Committee.

A SIGNAL CORPS CONCEPT FOR MULTI-PROJECT MANAGEMENT

William K. Kreamer May 1962 54 p
(Proj. Comet)
(AD-276938)

This paper describes a management information system and evaluation technique which has been designed for use by the U. S. Army Signal Corps in planning, scheduling, and monitoring the acquisition of communications-electronic equipments. The technique is designed to be a response to the general problem of "project" or "systems" management across functionally oriented field operating agencies. One of its primary objectives is to provide data, in varying detail and format, for use at all levels of management—at local operating levels as well as at command levels.

Author

N64-82220 Society of Automotive Engineers, Inc., New York. **PERT—A TECHNIQUE FOR MANAGEMENT**

K. M. Tebo (Gen. Motors Corp., Flint, Mich.) [1962] 8 p Presented at the Natl. Farm, Construct. and Ind. Machinery Meeting, Milwaukee, 10-13 Sep. 1962
(Rept.-5570)

The history PERT, its theory, and PERT in action, including methods of installing and operating the system both in the Polaris Program and at AC Spark Plug, Milwaukee Operations are covered. The effectiveness of the system is demonstrated. Actual computer output charts and methods of displaying PERT outlook data to management are highlighted.

Author

N64-82043 Mitre Corp., Bedford, Mass.

FIRST CONGRESS ON THE INFORMATION SYSTEM SCIENCES. SESSION 7: INFORMATION SYSTEM SIMULATION AND MODELLING TECHNIQUES

William W. Haythorn Dec. 1963 114 p refs Conf. Cong. held at Hot Springs, Va., 19-20 Nov. 1962
(Contract AF 33(600)-39852)
(MITRE-SS-7; ESD-TDR-63-474-7; AD-426985)

Three broad aspects of information system simulation and modelling are discussed: a methodological spectrum that has proved to be useful in understanding the role of various techniques in systems research; experimental design in empirical systems research, illustrated by a recently completed simulation study; functional task analysis of the information research project at the "microscopic" level to facilitate the growth of an information systems science. Also discussed is the Leviathan project which is a unique, experimental approach to studying the structure and social dynamics of large-scale organizations such as a military command, a government bureau, or an industrial organization. Three simulations are discussed: a automatic-mode simulation, a live simulation, and a dual-mode simulation.

Author

N64-12319 Raytheon Co., Waltham, Mass.

PERTeach. THE DEVELOPMENT OF EXPERIMENTAL PROGRAMS FOR AUTOMATED TRAINING IN DECISION MAKING

G. J. Rath, R. E. Hannan, and M. L. Weiss L. G. Hanscom Fld., Bedford, Mass., Decision Sci. Lab., Aug. 1963 40 p refs
(Contract AF 19(628)-365)
(ESD-TDR-63-608; AD-421735)

This report discusses the concepts and techniques employed in the preparation of the programmed instruction courses for training management and support personnel in PERT. The applicability of PERT to decision making is also discussed.

Author

N63-19347 RAND Corp., Santa Monica, Calif.

A BRIEF REVIEW OF SIMSCRIPT AS A SIMULATING TECHNIQUE

M. A. Geisler and H. M. Markowitz Aug. 1963 27 p 3 refs
(Contract AF 49(638)-700; Proj. RAND)
(RM-3778-PR)

The underlying concepts, structure, and current status of SIMSCRIPT are reviewed. SIMSCRIPT is a way of designing and writing down a simulation model, and has been developed with the following objectives: (1) to produce a generalized structure for designing simulation models; (2) to provide a rapid way of converting a simulation model into a computer program; (3) to provide a rapid way of making changes in the simulation model which can be readily reflected in the machine program; and (4) to provide a flexible way of obtaining useful outputs for analysis. The method is not only an abridged language, but also a structure with the help of which a wide class of management problems can be programmed to a computer. It is so designed that whole areas of a problem can be changed without reprogramming the entire model. SIMSCRIPT streamlines programming and makes it faster and more economical to use.

N.E.A.

N63-15702 RAND Corp., Santa Monica, Calif.

USES OF MONTE CARLO IN PERT

Richard Van Slyke Feb. 1963 28 p 9 refs
(Contract AF 49(638)-700; Proj. RAND)
(RM-3367-PR)

The mathematical assumptions underlying the PERT (Program Evaluation and Review Technique) management system are of doubtful validity, and, even granting these assumptions, there are still serious computational difficulties involved in getting the desired answers. This report outlines some of the weaknesses of the present system, and suggests how the use of Monte Carlo methods can lead to improvement, first in allowing less restrictive mathematical assumptions to be made, and second in extending the kinds of computational results that can be obtained. Moreover, the method can be used to check the validity of the commonly used approximations. A "criticality index" for an activity is defined; it is the probability that an activity will lie on a critical path. This is an example of a quantity that can be calculated by Monte Carlo methods, but not by presently used methods. An experimental computer program for Monte Carlo treatment of PERT networks has been coded for the IBM-7090 computer. The program is discussed, and some shortcuts are suggested for reducing the time of computation.

Author

N63-13146 Matrix Corp., Arlington, Va.

DEVELOPMENT OF QUALITATIVE AND QUANTITATIVE PERSONNEL REQUIREMENTS INFORMATION [Final Report]

Walter L. Smith, Melvin T. Snyder (Behavioral Sciences Lab.) Robert G. Demaree, and Melvin R. Marks Wright-Patterson AFB, Ohio, Aerospace Med. Res. Labs. (6570th), Dec. 1962 88 p 211 refs
(Contract AF 33(616)-7464)
(MRL-TDR-62-4) OTS: \$2.25

This report describes the nature of, purpose, and method for developing Qualitative and Quantitative Personnel Requirements Information (QQPRI). The nature and scope of QQPRI and the relationship of QQPRI to system development are covered. The general constraints within which QQPRI is developed are described. Such constraints include technical weapon system constraints, as well as policies on Air Force Personnel, Training, and Manning. Emphasis is placed on QQPRI development techniques such as task analyses, estimation of performance time, establishing Air Force positions, and determining the relation of these to existing Air Force specialties.

Author

N62-17220 Applied Mathematics and Statistics Labs., Stanford U., Calif.

ECONOMIC MODELS FOR INDUSTRIAL WAITING LINE PROBLEMS

Federick S. Hillier Aug. 27, 1962 36 p 17 refs
(Contract Nonr-225(53))
(Tech. Rept. 62)

This paper provides useful applications for queueing theories by introducing a basic framework of economic models and accompanying procedures for solving industrial waiting line problems. The first model presented is for the simple case where the arrival rate and service rate are fixed and the number of servers (service channels) must be determined. Model 2 is for the case where both the arrival rate and the number of servers must be determined, i.e., where both the number of service facilities to distribute among the entire population and the number of servers to assign to each facility must be determined. This model is inclusive of travel time costs. Model 3 is for the case where both the service rate and the number of servers must be determined. Several special cases of both Model 2 and Model 3 are analyzed. The models presented, while perhaps the most basic and most generally applicable ones, are far from exhaustive. In particular, models designed especially for specific types of industrial waiting line problems need to be developed. P.F.E.

N62-13353 Aeronautical Systems Div., Air Force Systems Command, Wright-Patterson AFB, Ohio.

PERT IN DYNA-SOAR.

Theodore L. Senecal and Raymond M. Sadow. N.Y., Inst. of the Aerospace Sciences, 1962. Presented at the IAS National Summer Meeting, Los Angeles, June 19-22, 1962.
(IAS Paper 62-160) IAS: \$0.50 members, \$1.00 nonmembers.

This paper covers the first Air Force application of PERT (Program Evaluation and Review Technique) to a space program—the Dyna-Soar Piloted Glider System. The PERT technique is a working tool for management and engineers when coupled with valid reporting networks and electronic data processing. (R.C.M.)

M5 PERSONNEL MANAGEMENT

N67-85689 Union Carbide Corp., Oak Ridge, Tenn. Y-12 Plant
FACTORS AFFECTING THE MORALE AND PRODUCTIVITY OF ENGINEERING PERSONNEL

H. C. Beeson (M.S. Thesis—Tenn. Univ.) and J. W. Hodes (M.S. Thesis—Tenn. Univ.) 27 Apr. 1967 190 p refs
(Contract W-7405-ENG-26)
(Y-1575)

Based on results obtained from questionnaires filled out by 188 engineering personnel, it was found that morale and productivity increased when the employee's job was considered interesting and challenging; the employee received consistent consideration from his supervisor, immediate and long range reward for doing a good job, and sufficient responsibility and freedom; and the employee was made to feel part of a team and kept informed of his progress. Decreased morale and productivity resulted from lack of salary increase with insufficient explanation, the supervisor taking credit for his employee's efforts and subjecting the employee to pressure and inconsideration, and inconsistent behavior on the part of the supervisor and his failure to give adequate performance reviews. The study group consisted of first-line supervisors, engineers, and draftsmen in a large industrial complex. Copies of the preliminary and final job questionnaires are appended. M.W.R.

N68-84525 Pittsburgh Univ., Pa. Management Research Center.

THE INTERFACE BETWEEN PERSONNEL AND ORGANIZATIONAL PSYCHOLOGY

Bernard M. Bass 15 Mar. 1967 27 p refs
(Contract Nonr-624(14))
(TR-13; AD-649918)

The first part of this report delineates the importance of organizational considerations to the personnel psychologist as he concentrates on recruiting, selection, training, job design and so forth. The second part deals with the converse: the importance of personnel considerations to the organizational psychologist as he deals with problems of morale, supervision, teamwork, organizational design and conflict resolution. TAB

N67-82994 Case Inst. of Tech., Cleveland, Ohio.

PROFESSIONAL MEN AND WOMEN AT WORK: A COMPARATIVE STUDY IN A RESEARCH AND DEVELOPMENT ORGANIZATION

Evelyn Glatt (Ph.D. Thesis) Jun. 1966 321 p refs
(AD-645016)

A comparative investigation was made of professional women and men at work in a large, defense-based research and development organization. The women are the major focus, and the men provide a base-line for comparison. The study asked: (1) whether professional men and women shared work motivations and were equally involved in their jobs; (2) whether they were equally rewarded by the organization in terms of advancement; (3) whether they attributed equal value to, were equally satisfied by and experienced similar or differing degrees of conflict between, work and home demands; (4) whether their actual job mobility and mobility values were the same or different; and (5) whether they experienced similar or differing degrees of job satisfactions. The results pointed overwhelmingly to the underlying similarities between the professional men and women within an organizational culture which provided essentially equal opportunities to both sexes. The major differences arose from the residential immobility of the married professional woman. Other differences were attributable to occupational group or marital status rather than to sex. Author (TAB)

N67-36016# Melbourne Univ., Parkville (Australia).

DYNAMICS OF A ROLE THEORY FOR THE WORKER'S JUDGEMENT

Richard C. S. Trahair Jul. 1967 46 p refs
(Contract Nonr-2296(02))
(TR-18; AD-654894)

Specific illustrations are presented to show that the worker seeks a degree of control over the physical demands and intrinsic satisfaction of task performance; authority, pay and security of positions; task competence and the mateship relation of persons. The extent to which the worker seeks control over additional benefits and promotion features of positions is limited by the kind of benefit under consideration, and the success ideology which characterize the lives of men at the lower levels of industrial administration. TAB

N67-32656# Tufts Univ., Medford, Mass. Inst. for Psychological Research.

RESEARCH INVOLVING COMMUNICATION PROCESSES IN TASK ORIENTED GROUPS Final Report

16 May 1967 30 p
(Contract Nonr-494(15))
(AD-652390) CFSTI: HC \$3.00/MF \$0.65

Several theoretical articles which examine various aspects of the small group performance problem are discussed. These include: (1) An analysis of the executive process, based on the distribution of information in a group which relates to particular decisions. The general notion was that the information bearing on any action decision can be determined or estimated and that an effective executive structure is one that maximizes the amount of relevant information brought to bear on each decision. (2) An examination of phasing relationships among action units with particular emphasis on measurement. (3) A discussion of the use of computer simulation models with special reference to organization theory. (4) A survey of the possibly appropriate mathematical models for a variety of group performance subfunctions. Author (TAB)

N67-29665# Utah Univ., Salt Lake City. Dept. of Psychology.
RESULTS FOR AN ADDITIONAL FOLLOW-UP CRITERION ON A SAMPLE OF AIR FORCE SCIENTISTS

Calvin W. Taylor and Kan Yagi Dec. 1966 16 p refs
 (Grant AF-AFOSR-144-63)

(AFOSR-67-0896; AD-651119) CFSTI: HC \$3.00/MF \$0.65

The report supplements an earlier study (AD-267 832) in which 17 measures of contributions of scientists were used as criteria for validating 130 predictor scores for measuring psychological characteristics of the scientists. This report relates to an additional over-all criterion that was obtained for 80 of the original 107 subjects. The criterion was a 6-man committee rating of the scientist. The Biographical Information Blank was again the best single predictor instrument of the new criterion. Aptitude test scores ranked more significantly than previously. T-test comparisons are given for 30 empirically keyed Biographical scores. None of the scores based on a criterion of status-seeking, organization-man tendencies was significant with respect to the over-all criterion. Likeableness as a member of the research team was the most important criterion dimension with respect to the over-all criterion. Current organizational status also ranked high. Criterion dimensions of quality of product, originality of product, and creativity ratings had little effect on the over-all criterion rating. Some discussion of these findings and of the explanatory power of the profiles of a scientist's contributions is presented. An analysis of criterion intercorrelations by different sources is presented that shows the complexity of the criterion problem and differences that arise in scores of a scientist's performance dependent on the scorer (the individual himself, immediate supervisors, higher level supervisors, peers). Author (TAB)

N66-86457 System Research, Ltd., Richmond (England).
THE LOGIC AND BEHAVIOUR OF SELF ORGANISING SYSTEM AS ILLUSTRATED BY THE INTERACTION BETWEEN MEN AND ADAPTIVE MACHINES

Gordon Pask 1962 35 p refs Presented at Intern. Symp. on Inform. Theory, Brussels, 1962

(AF 61(052)-402)

(AD-633003)

In this paper we discuss the interaction between a human being and an adaptive machine. It is argued that a stable, coupled system is necessarily a self organizing system. Practical and theoretical considerations are reviewed in terms of those adaptive machines used in a specific application; namely, the automatic instruction of skills. A simple laboratory system is described in detail. Finally, we consider the behavior of larger and more realistic systems. Author

N66-82383 Texas Christian Univ., Fort Worth. Dept. of Psychology.

MILITARY SMALL GROUP PERFORMANCE UNDER ISOLATION AND STRESS. 5: PSYCHOLOGICAL PRINCIPLES OF MANAGEMENT AND LEADERSHIP Critical Review

S. B. Sells Ft. Wainwright, Alaska, Arctic Aeromed. Lab., Jun. 1962 26 p refs

(Contract AF 41(657)-323)

(AAL-TDR-62-35)

This presents a critical discussion and interpretation of principles of leadership and management with particular reference to the problems of AC&W sites in Alaska. It is based on a review of scientific research in the fields of psychology, sociology and management science, primarily. The major topics covered include relations of management and leadership, group-centered vs. production-centered management, organizational relations, organizational control, and leadership in formal organizations. Selected references are cited and reference is made to an annotated bibliography containing abstracts of significant studies. Author

N66-39799# School of Aerospace Medicine, Brooks AFB, Tex.
FACTORS IN JOB-SATISFACTION

George K. Cantrell, Bryce O. Hartman, and Lewis S. Sims, Jr. (Mil. Airlift Command, Scott AFB, Ill.) May 1966 41 p ref
 (SAM-TR-66-46; AD-637861) CFSTI: HC \$2.00/MF \$0.50

A 44-item questionnaire, covering twenty-eight management problem areas, was administered to personnel at twenty different maintenance units in the Far East, Europe, and the Continental United States. Completed questionnaires from 2122 airmen were used to evaluate the relationship between each problem area and job-satisfaction. The analysis showed that job-satisfaction is most affected by those problems that could be controlled or corrected by the immediate supervisors and least affected by those problems which have to be solved at levels farther up the chain of command. Supporting evidence was obtained from interviews and a special psychiatric study. Author (TAB)

N66-39790# School of Aerospace Medicine, Brooks AFB, Tex.
FACTORS IN JOB-SATISFACTION: ANALYSIS OF SPONTANEOUS COMMENTS

George K. Cantrell, Bryce O. Hartman, and Lewis S. Sims, Jr. (Mil. Airlift Command, Scott AFB, Ill.) Jun. 1966 18 p ref
 (SAM-TR-66-57; AD-637862) CFSTI: HC \$1.00/MF \$0.50

Comments, spontaneously entered on 2122 questionnaires administered to maintenance airmen in 20 different military units in the Far East, Europe, and the Continental United States, were analyzed. The 4941 comments were assigned to one of 32 different categories and to one of three different levels of emphasis. The analysis supported an earlier finding that an airman's immediate supervisor has a greater capacity to affect his level of job-satisfaction than any other single factor. The more significant problems, including promotion, pay, duty time-time off, duty assignments, poor supervision, management, recognition, living conditions, and supply, are discussed in reference to airmen and to NCO's. The analysis revealed that as an airman changed his level of emphasis in making a comment, his ranking of the comment areas also changed. Author (TAB)

N66-38220# Aerospace Medical Div. Personnel Research Lab. (6570th), Lackland AFB, Tex.

ABSTRACTS OF PERSONNEL RESEARCH REPORTS. VI: 1954-1965

Jo Ann Elson, comp. Dec. 1965 107 p refs

(PRL-TR-65-23; AD-636607) CFSTI: HC \$4.00/MF \$0.75

The volume includes abstracts of the 374 technical reports issued by the Personnel Research Laboratory January 1954 through December 1965. They cover studies in selection, classification, and utilization of Air Force personnel; systematizing information flow in support of personnel planning; methods of describing, evaluating, and structuring Air Force jobs; and development of procedures for improving the quality of Air Force personnel. Author (TAB)

N66-37529# California Univ., Los Angeles. Div. of Research.
**AN EVALUATION OF BARRIERS TO THE DELEGATION OF
AUTHORITY IN FORMAL ORGANIZATIONS**

Patrick Meacham Williams (San Jose State Coll.) Jul. 1966
20 p refs
(NASA-RP-13)

A number of "barriers" to effective authority delegation were grouped into categories associated with the manager, his subordinates, and his organization. Sixty-five managers were then asked to evaluate the importance of each of these obstacles by means of numerical ratings, open-end written responses, and individual interviews. The major results of this survey established the following reasons for the inability to delegate decision making: (1) The manager viewed his subordinate as the principle barrier to delegation; (2) the manager remained basically confident in himself as a decision maker and rated his own ability higher than any other barrier to delegation; (3) the manager's impatience to develop the decision making ability in others. G.G.

N66-37074# Massachusetts Inst. of Tech., Cambridge.
**FREEDOM AND CONTROL: THE DILEMMA OF CREATIV-
ITY IN THE ORGANIZATIONAL ENVIRONMENT**

Harper Brown Keeler (Ph.D. Thesis) Jun. 1966 271 p refs
(AD-635261) CFSTI: HC \$1.50/MF \$1.50

The purpose of this study is the analysis of creativity in the context of organizations found in an advanced modern social system. The report deals with a critique of the literature related to the problems of creativity in organizations, with these criticisms in mind, the second part compares different organizations ranked by levels of creativity. Different factors of the environments (especially those relating to organizational control and feelings of individual freedom) which influence creativity levels are analyzed. Eight environments were chosen for study to include industrial labs, government labs, and academic labs. The first case study analyses the severe constraints on creativity which can occur in an organization operated under public health regulation. Four labs that exhibit different levels of creativity are compared. Propositions are generated to explain these differences. These propositions are tested in three academic labs which are assumed to have more creative environments. The conclusions include recommendations for altering the theoretical framework offered by the literature, and recommendations for organizations wishing to foster creativity in their participants. TAB

N66-12122# Applied Science Associates, Inc., Valencia, Pa.

**GUIDELINES FOR TRAINING SITUATION ANALYSIS
(TSA) Final Report**

Andrew P. Chenzoff and John D. Folley, Jr. Port Washington, N. Y., Naval Training Device Center, Jul. 1965 199 p
(Contract N61339-1218)
(NAVTRADEVCE-1218-4; AD-472155)

These guidelines represent a textbook for instruction in three phases of Training Situation Analysis (TSA), a standardized procedure, developed by NTDC, for systematically gathering and interpreting the information which is relevant to the planning of training and training devices. Three phases of TSA are described in detail: System Familiarization, Task Analysis Method (TAM) and Training Analysis Procedure (TAP). System Familiarization provides an orientation to the training problem, the system structure and flow, and the equipment. Task Analysis Method produces a set of task descriptions containing the information necessary for making training device decisions. Training Analysis Procedure produces a ranking of tasks based upon the potential benefit

to system performance as a result of training and the cost of that training. Recommendations for the conduct of these three phases and suggested working forms are presented.

Author (TAB)

N64-83423 New England Consultants, Inc., Boston, Mass.
**THE ENGINEER TODAY: THE SUPPLY, HIS DEVELOPMENT,
NEEDS, STATUS AND TREATMENT**

Edward J. Robinson and Otto Lerbinger [1962] 101 p refs
Prepared for ESSO Res. and Eng. Co.

Status and shortage of engineers in American industry and government institutions are surveyed, and comparisons are made with demand and supply of technically trained personnel in China and Russia. A section on becoming an engineer deals with parental attitudes, high school and college influences, mass media, career literature, and extracurricular activities of students. Industrial recruitment and selection is discussed; and attitudes of engineers toward their profession, jobs, and management are considered. Evidence of the status of the engineer and engineering in general is presented, and studies on the public understanding of the roles of the engineer and engineering are included. A bibliography of pertinent references is appended. M.W.R.

N64-21601 Federal Council for Science and Technology,
Washington, D. C.

CURRENT PROBLEMS IN THE MANAGEMENT OF SCIENTIFIC PERSONNEL

[1963] 125 p Proc. of the First Symp., 17-18 Oct. 1963

Career development of federal scientists and engineers, controversies in scientific personnel administration, and conflict of interest and the federal scientist were discussed at a conference designed to exchange management experiences among laboratory directors of various federal agencies. Administration problems that are common to all agencies as well as those specific to certain facilities were discussed at the various sessions. M.W.R.

N62-16582 Institute for Social Research, U. of Mich., Ann Arbor.

TIME AND INFLUENCE FACTORS IN LABORATORY MANAGEMENT, AS RELATED TO PERFORMANCE. Interim Technical Report, Analysis memo #18

Donald C. Plez. Sept. 1962. 53 p. refs.
(Grant DA-ORO(D)-31-124-G160)
(AROD-0010-6)

The Multiple Classification Analysis (MCA) program was applied to study the relationships of 34 questionnaire measures to five performance scores. Because of certain flaws in procedure, only part of the MCA output is meaningful, but the raw data for all measures can legitimately be examined. The data tentatively suggest that scientists perform better when they devote about two-thirds of their time (not more) to technical work, and the rest to teaching or administration. Performance also tends to be high when some time is spent in research, some in development, and a little in technical services—in short, when time is balanced among several technical functions. Better performance occurs when influence on important decisions does not rest solely with the scientist nor any other individual, but is shared with several persons at various levels. (Author Abstract)

M6 URBAN MANAGEMENT

No abstracts in this issue

M7 MANAGEMENT POLICY & PHILOSOPHY

N67-19717# Texas Christian Univ., Fort Worth. Inst. of Behavioral Research.

GENERAL THEORETICAL PROBLEMS RELATED TO ORGANIZATIONAL TAXONOMY: A MODEL SOLUTION AND ITS ASSUMPTIONS

S. B. Sells 30 Sep. 1966 36 p refs Presented at the Symp. on People, Groups, and Organ., An Effective Integration of Knowledge; Sponsored by ONR and Rutgers Univ. (Contract Nonr-3436(OO))

(AD-642496) CFSTI: HC\$3.00/MF\$0.65

The report discusses the development of a social system model. Recognition that organizational functioning reflects the interdependence of organizations and their members with the total, physical, social, and cultural environment has been amply demonstrated. The emphasis on this principle is a sign of progress in organizational theory. TAB

N66-16001# Army Missile Command, Huntsville, Ala. Management Science and Data Systems Office.

THE IMPACT OF ADP ON THE FUTURE MANAGERIAL ENVIRONMENT

Bruce L. Garrett 15 Jun. 1965 82 p refs (RSIC-438; AD-472768)

A synthesis of predicted Automatic Data Processing (ADP) developments in terms of their relationships to the total management of an organization, directed primarily to managers faced with a growing demand for better ADP utilization. ADP equipment capabilities likely to be available during the next decade are outlined in detail. Current techniques for the use of ADP systems and problems involved in installing improved future applications are discussed. A timetable is shown predicting the general acceptance and use of applications leading to maximum economical computer utilization. The ADP displaced worker situation is portrayed and actions for its alleviation are suggested. Statistics covering situations where ADP actually displaced workers are shown in graphic form. Managerial approaches to coping with systems integration, personnel training, and organizational structure evolving from an ADP influenced society are presented. Author (TAB)

N65-80491 RAND Corp., Santa Monica, Calif.

SPACE LOGISTICS: TECHNOLOGY VERSUS MANAGEMENT

Chauncy F. Bell Aug. 1962 6 p refs Presented at the IAS Large Booster Symp., Sacramento, Calif., 29-30 Oct. 1962 (P-2613; AD-604809)

It is postulated that space logistics poses few new factors or elements, but rather places increased importance on improved management of existing procedures such as fault-isolation, test, checkout, and data reduction. The potential of improved logistics management is stressed, and improved management techniques developed or planned for aircraft or missiles are discussed. Applications to space logistics are then considered; and it is emphasized that space logistics support must begin in the design phase and that increased attention must be given to the improvement of logistics processes. M.W.R.

N63-13737 Northwestern Technological Inst., Evanston, Ill.

MANAGEMENT SCIENCE AND MANAGING

A. Charnes and W. W. Cooper Mar. 1962 27 p 23 refs (Contracts Nonr-1228(10) and Nonr-760(01)) (ONR Res. Memo-53)

The history of management is reviewed to point out the current status of management science and some of the possible future developments in management. The areas covered include: contribution to management by military leaders; management engineering; management concepts of Charles Babbage; current developments in methodology; and social and managerial implications for the future. R.C.M.

M8 ECONOMICS

N67-85937 Joint Publications Research Service, Washington, D. C.

DISCUSSION OF THE ECONOMICS OF SCIENTIFIC RESEARCH—USSR

29 May 1967 23 p Transl. into ENGLISH from Ekon. Gaz. (Moscow), no. 10 and 18, Mar.-May 1967 (JPRS-41188; TT-67-31-31829)

An overview of the economics of scientific research and an evaluation of the complex problems that arise is presented. Financing of scientific research in communist and capitalistic societies is treated briefly, characteristics of scientific activity are mentioned, and management and organization planning are considered. Attention is given to the evaluation of scientific research results from an economic viewpoint, and a so-called optimal parameter is presented in this regard. M.W.R.

N67-20591# Carnegie Inst. of Tech., Pittsburgh, Pa. Management Sciences Research Group.

ECONOMIC PROGRAMMING AND THE VON NEUMANN MODEL: SOME PLANNING TECHNIQUES

Roman L. Weil, Jr. Jun. 1966 149 p refs

(Contract Nonr-760(24))

(Rept.-78; AD-640478) CFSTI: HC\$3.00/MF\$0.65

The essays are concerned with generalizations, extensions, and applications of the von Neumann model. The essays all have in common a how to approach: Chapter II shows how to decompose a von Neumann model or an input-output model and how von Neumann expansion rates can be easily found once the decomposition is known; Chapter III shows how to find the von Neumann path and expansion rate; Chapter IV shows how to get onto the von Neumann path on an optimal way given a fixed-time constraint; and Chapter V shows how to introduce consumption into the closed von Neumann model or at least one way of attempting to do so. Author (TAB)

N66-29268# California Univ., Berkeley. Operations Research Center.

ON OPTIMAL DEVELOPMENT IN A MULTI-SECTOR ECONOMY

David Gale Apr. 1966 44 p refs

(Contract Nonr-222(83))

(ORC-66-11; AD-632495) CFSTI: HC \$2.00/MF \$0.50

An economy is considered that has n goods and k types of labor, each of which is growing at the same constant rate. Goods are produced from labor and other goods by a set of specified activities. Given an initial supply of goods and amounts of labor. All possible production programs running from the present time to infinity through discrete time periods are considered. With each program is associated a utility sequence measuring the satisfaction achieved by the program

at each period of time. A program is optimal if its utility sequence overtakes all other such sequences. The paper is devoted to proving the existence of optimal programs for a wide class of economies and to deriving the properties of such programs. In particular it is shown that the optimal program approaches a certain balanced program. Essential use is made of the existence of an infinite sequence of optimal prices with respect to which the optimal program is one which maximizes the sum of profit and utility at each time period.

Author (TAB)

N64-28816 RAND Corp., Santa Monica, Calif.

THE USEFULNESS OF AEROSPACE MANAGEMENT TECHNIQUES IN OTHER SECTORS OF THE ECONOMY
Thomas K. Glennan, Jr. Jun. 1964 9 p Presented at the NASA-UCLA Symp. and Workshop on the Transformation of Knowledge and its Utilization, Los Angeles, 2 Jun. 1964 (P-2921; AD-601619)

The managerial techniques used in the aerospace industries have been shaped by the unique conditions surrounding these industries. The demands of their most important customer (the Government), the frequent combination of large state-of-the-art advances with great development urgency, and the large size of many projects have combined to shape management techniques and systems. It is suggested that these techniques cannot be translated or transferred into other industries without extensive modifications, and yet many similar qualities to processes, which appear in other industries, exist. Thus, a selective utilization of some parts of the managerial techniques is likely to have a very profound effect upon other industries. It is up to the managers of industries to seek out those components of the aerospace managerial systems that make sense to them.

I.v.L.

M9 GENERAL

N67-85833 Commerce Dept., Washington, D. C.

TECHNOLOGICAL INNOVATION: ITS ENVIRONMENT AND MANAGEMENT

Jan. 1967 91 p refs

Taxation, finance, and competition were considered as three main factors affecting invention and innovation by an advisory citizen committee convened by and reporting to the Secretary of Commerce. While no major changes were recommended with regard to present laws governing these three areas, 17 recommendations were made regarding sharing of innovation losses, stock options, acquired technological assets, communication of venture capital opportunities, various types of tax relief for inventors, and the antitrust and regulatory agencies. Emphasis was on the need for promoting a basic understanding of the innovative process in all sectors of our society; and a White House conference on understanding and improving the overall environment for technological innovation was recommended, to be followed by regional conferences through the country. Major federal policies regulating competitive activities and practices are reviewed, and examples are included of possible conflicts between federal policies on competition and various practices involving innovation.

M.W.R.

N67-37187# Analytic Services Inc., Baileys Crossroads, Va.

INDUSTRIAL-LOCATION THEORY IN THE ERA OF SUPER-CARGO AIRCRAFT

Irving Casey Aug. 1967 29 p refs
(AD-655695)

The report surveys classical theories of industry location and appraises their applicability in the 1970s, when very large cargo aircraft are expected to be introduced. Modifications of existing theory are considered toward the development of an extended general theory of location. Some preliminary observations are made on the effects of super-cargo aircraft on industry location. The study is one product of a program of private, self-sponsored research. The program has the objective of examining changes in industry location that could result from introduction of super-cargo aircraft such as the planned Boeing 747 subsonic jet transport.

Author (TAB)

N67-22969# Technisch Documentatie en Informatie Centrum voor de Krijgsmacht, The Hague (Netherlands).

NETWORK PLANNING—SCANS/PERT—CPM/RAMPS. BIBLIOGRAPHY [NETWORK PLANNING—SCANS/PERT/CPM/RAMPS. BIBLIOGRAPHIE]

F. P. van Eck Nov. 1966 62 p refs

(TDCX-46624) CFSTI: HC\$3.00/MF\$0.65

A bibliography with abstracts is presented of works on network analysis, its application in general, and its specific application in the construction of ships, aircraft, spacecraft, buildings, and in military operations. Included are the systems SCANS, PERT, CPM, and RAMPS. Works published from 1964 through 1966 are represented.

Transl. by K.W.

N67-21172 Joint Publications Research Service, Washington, D. C.

ADMINISTRATIVE EFFICIENCY AND COMPUTERS

E. A. Isayev 14 Feb., 1967 33 p Transl. into ENGLISH of the book "Effektivnost' Upravleniya i Elektronnyye Mashiny" Moscow, Znaniye Publishing House, 1966 p 3-32

(JPRS-3985; TT-67-30543) CFSTI: HC\$3.00

A journalistic account of using digital control computers in systems capable of automating the administration of enterprises is presented. Types of industrial systems, and the gathering, transmitting, and processing of information are outlined. The details of production within the plant and prediction of market needs are mentioned. Computers are briefly described and flexibility in decision making is considered. Examples are discussed using a parts machining plant and a bakery as illustrations.

N.E.N.

N66-87784 National Science Foundation, Washington, D. C.
CURRENT PROJECTS ON ECONOMIC AND SOCIAL IMPLICATIONS OF SCIENCE AND TECHNOLOGY, 1965

May 1966 196 p refs

(NSF-66-21)

Summaries are presented for projects dealing with the economic and social implications of science and technology that were underway during 1965. These are presented alphabetically according to author under the following general headings: (1) administration, organization, and management; (2) agriculture and rural sociology; (3) automation and impact on labor; (4) decision making; (5) economic development; (6) economic analysis; (7) history and philosophy of science and technology; (8) impact on selected industries; (9) innovations in and impacts of specific inventions and processes; (10) international and foreign studies; (11) patents and trademarks; (12) public policy, government, and national defense; (13) scientific and engineering manpower performance, education, and creativity; and (14) sociology and psychology. Cross references are included for projects dealing with science information, space, and state and regional studies; and contributing authors and institutions are indexed.

M.W.R.

N66-87127 Stanford Univ., Calif.

QUALITY COST ANALYSIS IMPLEMENTATION HANDBOOK

Donald E. Morgan and W. Grant Ireson 15 Sep. 1964 51 p refs

(Contract AF 18(600)-2021)

(AD-631090)

The QUICO system covers the planning, installation, and use of quality cost data analysis. The basic idea is simply to operate a manufacturing unit or complex so that the total of quality related costs is a minimum. Quality related costs are made up of (1) expenses incurred because of not producing the highest possible quality (resultant costs), (2) expenditures made to create conditions resulting in high quality products (quality creation costs), and (3) expenditures made to measure quality levels being produced and causes of deficiencies (quality and defect inference costs). Analysis of quality cost data provides direct pay-offs in reduction of resultant costs and the major sources are discussed. Secondary benefits come from use of the data as a measurement of the effectiveness of the quality assurance effort, as a motivant to workers who must produce the high quality, and as a management guidance tool. Suggested cost accounts are given along with suggested methods of summarizing and displaying data in the most meaningful way for all levels of use. Almost all companies now have sufficient cost data to estimate cost reductions to be expected from the QUICO system.

Author

N66-82369 Texas Christian Univ., Fort Worth. Dept. of Psychology.

MILITARY SMALL GROUP PERFORMANCE UNDER ISOLATION AND STRESS. 5: ORGANIZATIONAL MANAGEMENT AND LEADERSHIP. An Annotated Bibliography

S. B. Sells Ft. Wainwright, Alaska, Artic Aeromed. Lab., Oct. 1961 84 p refs

(Contract AF 41(657)-323)

(AAL-TR-61-23)

An annotated bibliography on organizational management and leadership is one of a series dealing with military small group performance under isolation and stress. Arranged alphabetically according to author, the references deal with missions, locations, and personnel problems primarily in the areas of social psychology, sociology, and management.

M.W.R.

N66-82368 Texas Christian Univ., Fort Worth. Dept. of Psychology.

MILITARY SMALL GROUP PERFORMANCE UNDER ISOLATION AND STRESS. 4: ORGANIZATIONAL STAFFING. An Annotated Bibliography

S. B. Sells Ft. Wainwright, Alaska, Artic Aeromed. Lab., Oct. 1961 53 p refs

(Contract AF 41(657)-323)

(AAL-TR-61-62)

An annotated bibliography on organizational staffing is one of a series on military small group performance under isolation and stress. Entries are presented alphabetically according to author under the categories of (1) selection and assignment, (2) indoctrination and training, and (3) methodology and background. M.W.R.

N66-80867 Carnegie Inst. of Tech., Pittsburgh, Pa. Graduate School of Industrial Administration.

A RESUME OF MATHEMATICAL RESEARCH ON INFORMATION SYSTEMS

Charles H. Kriebel Apr. 1965 18 p refs Revised *Its Management Sci. Res. Rept. No. 33*

(Contract Nonr-760(24))

(AD-616113)

This paper presents a cross-referenced bibliography on research employing mathematical models in the study of information systems. Although the listing is intended primarily as a representative introduction to the literature, the entries contain more than ten thousand secondary references.

Author

N66-30520# RAND Corp., Santa Monica, Calif.

SOME ASPECTS OF THE ALLOCATION OF SCIENTIFIC EFFORT BETWEEN TEACHING AND RESEARCH

Michael D. Intriligator and Bruce L. R. Smith Mar. 1966 28 p refs

(Contract AF 49(638)-1700; Proj. RAND)

(RM-4339-PR; AD-632155) CFSTI: HC \$2.60/MF \$0.50

The study considers some aspects of the allocation of scientific effort by means of an analytic framework consisting of specified policy objectives and a model for the allocation of new Ph.D.s in science between teaching and research. Some simplifying assumptions lead to a general welfare function for this aspect of a national science policy. The production of new scientists is determined in the model by a production function, dependent on teaching scientists and on time. For any of the special cases of the welfare function and for a production function with a constant ratio of new scientists to teaching scientists, an initial allocation of a maximum proportion of new scientists to teaching is preferred, followed by a switch to a minimum proportion of new scientists to teaching. Similar 'switching' solutions also apply to a wider class of objectives and production functions. The analytic framework and preferred allocations are briefly examined with respect to 'real world' considerations and to their possible implications for national policy. Several policy initiatives are discussed in light of the model and some possible changes are suggested in government policies on R and D support and aid to science education.

Author (TAB)

N66-22445# Analytic Services, Inc., Baileys Crossroads, Va. **TRANSFERABILITY OF RESEARCH AND DEVELOPMENT SKILLS IN THE AEROSPACE INDUSTRY** Final Report

Ronald P. Black and Charles W. Foreman Sep. 1965 145 p refs

(Contract AF 49(638)-1259)

(R12860; AD-628544) CFSTI: HC \$4.00/MF \$1.00

The report treats the possibility that the aerospace industry could apply its capabilities to the solution of large-scale public problems, thus offsetting any significant reductions in the military budget. It includes discussion of what this action would imply in relation to the transferability of industry scientists and engineers. Studies performed by four aerospace contractors for the State of California are used as case examples of the industry's attempt to transfer some of its R and D skills to civilian and public projects. Conclusions are reached that (1) as indicators of the transferability of industry scientists and engineers, the four California studies are inconclusive; (2) the largest group of scientists and engineers in the industry, those engaged in design and development, may well be the least transferable; and (3) civilian-public projects are unlikely to become in the next 5 years or so a significant part of the industry's business.

Author (TAB)

N66-21177# Technisch Documentatie en Informatie Centrum voor de Krijgsmacht, The Hague (Netherlands).

SURVEY OF LITERATURE ON INDUSTRIAL TECHNOLOGY [LITERATUUROVERZICHT BEDRIJFS WETENSCHAPPEN]

13 Jan. 1966 32 p refs In DUTCH, ENGLISH, FRENCH, and GERMAN *Its Vol. 5, No. EM-94* CFSTI: HC \$2.00/MF \$0.50

Contains abstracts and bibliographic notes on general and industrial economy, (including internal organization, cost considerations, financing, administration, and statistics), personnel, logistics (including general, acquiring, storing and transporting, material planning and control, and quality control), normalization, industrial sociology and psychology, and technical news.
Transl. by J.O.

N66-19673# Technisch Documentatie en Informatie Centrum voor de Krijgsmacht, The Hague (Netherlands).
BIBLIOGRAPHY OF FACTORY TECHNOLOGY [LITERATUUROVERZICHT WERKPLAATSTECHNIEK]
Jan. 1966 32 p refs In DUTCH, GERMAN, ENGLISH, and FRENCH *Its* Vol. 11, Pt. 1
(W-94) CFSTI: HC \$2.00/MF \$0.50

This bibliography on industrial technology contains brief summaries on: (1) factory management and production engineering; (2) measurements and controls in production processes; (3) overall reliability aspects of machine tooling; (4) technology of drilling and abrasion; (5) electrochemical grinding, shaped-electrode machining and twinning; (6) welding and forming processes; and (7) production and economic considerations in industrial metal working operations.

Transl. by G.G.

N66-15783# Technisch Documentatie en Informatie Centrum voor de Krijgsmacht, The Hague (Netherlands).
REVIEW OF LITERATURE ON THE INDUSTRIAL SCIENCES [BEDRIJFSWETENSCHAPPEN LITERATUUROVERZICHT]
13 Sep. 1965 29 p refs In DUTCH and ENGLISH *Its* Vol. 4, No. EM-86
CFSTI: HC \$2.00/MF \$0.50

An annotated bibliography on management systems, financial control, economizing, cost estimation, logistics, psychology, sociology and personnel training techniques in military, industrial, and research facilities is presented.

M.R.W.

N66-15779# Technisch Documentatie en Informatie Centrum voor de Krijgsmacht, The Hague (Netherlands).
REVIEW OF LITERATURE ON OPERATIONS RESEARCH
24 Sep. 1965 34 p refs In DUTCH, ENGLISH, FRENCH, and GERMAN *Its* Vol. 9, No. OR-74 CFSTI: HC \$2.00/MF \$0.50

Presented is a compilation of report literature on developments in operations research, linear programming, game theory, information theory, management, economics of system analysis, war gaming as a technique in the study of operational research problems, cost-effectiveness for military systems analysis, mathematical statistics, and reliability of electronic parts. A program, initiated by the NATO Science Committee, of graduate apprenticeships in operational research is described.

M.R.W.

N66-15402# Technisch Documentatie en Informatie Centrum voor de Krijgsmacht, The Hague (Netherlands).
OPERATIONS RESEARCH V, TITLE INDEX
1964 55 p refs
(TDCK-40683) CFSTI: HC \$3.00/MF \$0.50

Titles of publications and reports announced in the abstract bulletin, *Operations Research*, are presented. The index is divided into sections on *Theory*, which include queuing, programming, game, information, and inventory theories, and the theory of the optimum distribution of effort; *Applications*, which covers management, military applications, quality control, accountancy, and medical problems; *Book Reviews*; and *News*.

M.G.J.

N66-12088# RAND Corp., Santa Monica, Calif.
RESEARCH ON SOCIAL CONSEQUENCES OF SPACE ACTIVITIES

Joseph M. Goldsen Aug. 1965 10 p Presented at the Am. Astronautical Soc. Natl. Meeting on the Impact of Space Exploration on Soc., San Francisco, 18 Aug. 1965
(P-3220; AD-621325)

The argument is made that there needs to be comprehensive study of the social and economic implications of explorations into space. These include international political and legal complications and those arising from possibilities of utilizing communication satellites. The belief is expressed that the national space agencies and major contractors should study their own operations and the economic and social implications of their products; they should learn to mobilize techniques of organization and achievement to the nonspace needs of human environment.

TAB

N65-82345 Air Force Systems Command, Wright-Patterson AFB, Ohio. Foreign Technology Div.
MANAGEMENT, PLANNING AND ECONOMICS OF AIRCRAFT PRODUCTION

D. P. Andrianov, M. Z. Gendel'man et al. 1 Dec. 1964 983 p refs
Transl. into ENGLISH of the book "Organizatsiya, Planirovaniye i Ekonomika Aviatcionnogo Proizvodstva" Moscow, Gos. Nauchno-Tekhn. Izd. Oborongiz, 1963 G94 p
(FTD-TT-63-1121/1+2)

This book presents an integrated analysis of problems relating to the economics of the aircraft industry and the organization and planning of production at [individual] enterprises. Specific problems of production organization at these enterprises are considered for the various individual types of aircraft plants, i.e., aircraft-construction, engine-building, instrument-making, etc. Organizational and planning features of production at series-production and experimental plants are presented.

Author

N65-30279 Joint Publications Research Service, Washington, D. C.
PROBLEMS OF THE MECHANIZATION OF MANAGEMENT WORK

L. G. Petrova *In its* Cybernetic Principles Appl. in Educ. and Econ. 26 Jul. 1965 p 10-15 (See N65-30278 19-05)
CFSTI: \$1.00

A textbook on the mechanization problems of management in industry is reviewed. The book was written especially for students specializing in the mechanization of accounting and planning enterprises of modern industry. The first part of the book relates to the mechanization and automation of management. It examines the process of algorithmic description and measuring of information. The second section of the book treats the problems of organization, technological normalization, and wages at computer establishments. It is observed that the introduction of modern computing techniques together with modern mathematical methods in the field of managerial work in industry cuts down the cost of manufactured products, increases labor productivity, and the more efficient use of productive capacity. It is noted that the book is written on a high scientific, theoretical and methodical level. Tables are well prepared, showing data obtained from the practice of existing industrial enterprises.

E.E.B.

N65-21145# Technisch Documentatie en Informatie Centrum voor de Krijgsmacht, The Hague (Netherlands).
A REVIEW OF LITERATURE ON OPERATIONS RESEARCH
24 Dec. 1964 32 p refs In DUTCH *Its* 8th Yearly Issue, No. OR-65

This review contains several abstracted summaries of research papers pertaining to complex problems in management science and operations research. Mathematical programming techniques are proposed for control system design and optimization, with the application of linear, nonlinear, stochastic, integer, and dynamic programming to various types of control problems. The principal subject areas covered are: (1) mathematical programming techniques for solution of control problems; (2) advances in control theory for mathematical programming in optimal control and related areas; (3) advances in mathematical programming techniques relevant to control applications, and (4) computers and computer programming in control systems.

Trans. by G.G.

N65-19831# Lockheed Missiles and Space Co., Sunnyvale, Calif.

LONG-RANGE PLANNING AND TECHNOLOGICAL FORECASTING: AN ANNOTATED BIBLIOGRAPHY, SUPPLEMENT I

Peter R. Stromer, comp. Feb. 1965 40 p refs
(LMSC-5-10-65-3; SRB-65-1)

Emphasis is on planning within the aerospace and defense industry. During the past year both industry and government conducted introspective studies on such topics as potential convertibility of admitted industry overcapacity to peaceful pursuits and the economic impact of reductions in defense spending. Desirable diversification strategies and goals were rigorously assessed. While general conclusions may be lacking, sufficient data are available to aid in the decision-making process.

Author

N64-32816 Joint Publications Research Service, Washington, D.C.

CYBERNETICS AND ECONOMIC MANAGEMENT

Vladimir Kadlec 7 Oct. 1964 12 p Transl. into ENGLISH from Zivot Strany (Prague), no. 15, Aug. 1964 p 953-958 (JPRS 26773; TT-64-51030) OTS: \$1.00

The distinct roles of the scientist-researcher and the economist in applying cybernetics to economic management are stressed. The task of the economist is primarily the correct and singular formulation of the initial conditions, the important constraints, the objective of the computations, and economic analysis of the computed results. The search for new mathematical models should be left to scientists and mathematicians because of the twin dangers of overestimating or underestimating the practical usefulness of the model in the management of the national economy.

M.P.G.

N64-31033 System Development Corp., Santa Monica, Calif.
PROCEEDINGS OF THE SYMPOSIUM [ON] DEVELOPMENT AND MANAGEMENT OF A COMPUTER-CENTERED DATA BASE

A. Walker, ed. 6 Jan. 1964 140 p Conf. held on 10-11 Jun. 1963; sponsored by ARPA

Subjects discussed include military decision-making and data requirements, data retrieval for the Strategic Air Command Control System (SACCS), experience in managing database operations, a computer-centered data base for military personnel managers, automated data management, and adaptation of mass storage equipment for handling of a data base. Various work sessions are reported on, and a summary of unsolved problems is appended.

D.E.W.

N64-28451 Lockheed Missiles and Space Co., Sunnyvale, Calif.

CREATIVITY, INNOVATION, AND INVENTION: AN ANNOTATED BIBLIOGRAPHY

George R. Evans and Peter R. Stromer, comp. Aug. 1964 18 p

The recent business management literature has been surveyed to assess the current trends and developments in the field of creativity, innovation, and invention. The literature reveals that some tentative yardsticks are now available to identify creative talent and the means for optimizing its usage in industry. The importance of innovation and its successful implementation by both the military and the aerospace industry is stressed as companies seek to adapt their work force and facilities to new markets.

Author

N64-22200 Lockheed Missiles and Space Co., Sunnyvale, Calif. Technical Information Center

LONG-RANGE PLANNING AND TECHNOLOGICAL FORECASTING: AN ANNOTATED BIBLIOGRAPHY

Peter R. Stromer, comp. Nov. 1963 46 p refs
(SRB-63-12; Rept.-5-47-63-1)

A survey was made of the recent aerospace and business management literature covering the broad spectrum of long-range planning and technological forecasting. While emphasis was placed on applicability to the aerospace and defense industry, additional inputs detailing the general philosophy and techniques of industrial and government planning and related subject fields of economic projections, resource allocations, and cost analyses have been included. A subject index facilitates use of this material.

Author

N64-15674 Hughes Aircraft Co., Culver City, Calif.

CONTRACT PROPOSALS: A SELECTED BIBLIOGRAPHY, 1961-1963

H. D. Hennesy Dec. 1963 8 p refs
(LS-BIB-63-6)

This selected bibliography of contract proposals contains references to periodicals and books.

R.T.K.

N63-15733 RAND Corp., Santa Monica, Calif.

NETWORK-TYPE MANAGEMENT CONTROL SYSTEMS BIBLIOGRAPHY

B. L. Fry Feb. 1963 204 p 417 refs
(Contract AF 49(638)-700; Proj. RAND)
(RM-3074-PR)

This bibliography contains listings of documents indexed by title and author and covering the literature on network-type management control systems.

R.C.M.

N62-16407 Atomic Energy Commission. Div. of Technical Information, Washington, D.C.

CRITICAL PATH SCHEDULING: A PRELIMINARY LITERATURE SEARCH.

Hugh E. Voress, Elmer A. Houser, Jr., and Fred E. Marsh, Jr., comps. July 1962. 36 p. 305 refs.
(TID-3568(Rev. 1)) OTS: \$0.75

This report is a revised bibliography of 305 references concerning the Critical Path Scheduling planning technique (also known as PERT, PEP, and LESS).

(V.D.S.)

IAA ENTRIES

M1 PROGRAM MANAGEMENT

A67-42981

A SYSTEMS ANALYSIS APPROACH TO COMMUTER AIRLINE PLANNING.

Robert P. Hudock (Mitre Corp., Bailey's Crossroad, Va.) and Philip F. Hudock (Galland, Kharasch, Galkins and Lippman, Washington, D.C.).

American Institute of Aeronautics and Astronautics, Annual Meeting and Technical Display, 4th, Anaheim, Calif., Oct. 23-27, 1967, Paper 67-843. 15 p. 16 refs.

Members, \$1.00; nonmembers, \$1.50.

An integrated systems analysis approach to the major problems of planning a commuter airline is developed. A brief background of these carriers is presented, and their present minimal-restriction regulatory status is discussed. A general approach to structuring the system is taken to make the analysis technique applicable to a variety of geographic locations. Each of the system aspects and their interactions are analyzed from a combined technical/managerial/legal viewpoint. The function and purpose of the commuter airline are considered, including the carrier's relationship with the rest of the airline industry. Aspects of the system considered include the relevant market, route and fare structure, passenger profile, aircraft selection, facilities, personnel and operating problems.

(Author)

A67-35879

THE MANAGEMENT OF AEROSPACE PROGRAMS.

Walter L. Johnson (Duke University, Durham, N.C.).

Business and Government Review, Jan.-Feb. 1967. 8 p. 9 refs.

Discussion of two aspects of the management of aerospace programs - program budgeting and the contracting procedures. The different budgeting steps are outlined. It is pointed out that realistic program estimates must be established within the constraints of existing cost parameters and that realistic performance requirements must be determined and linked with incentives. The relation between cost and program progress must be determined. Control over change orders is necessary and can be accomplished through a disciplined procedure which allows for their timely implementation.

M.F.

A67-33636

CONTROL - A SYSTEMS MANAGEMENT PROBLEM [REGELUNG - EIN SYSTEMFÜHRUNGSPROBLEM].

Norbert Klamka (Bölkow GmbH, Ottobrunn, West Germany).

Bölkow-WMD/SIAT Report, May 1967, p. 20-25. In German.

Application, in systems management, of control engineering in two different senses. The use of control engineering to guide and control a missile results in the equipment and components of flight and guidance control and the mathematical model of the system. It can also be used as an aid in planning missile systems. The results in this case are the development-control loops which indicate the feedback, cross connections, and intermeshing in the flow of a system development. The basic possibilities for using control engineering as a systems-management planning aid are outlined and explained, taking as an example the development control loops for the system component of a flight-control system. Analogous development-control loops can be set up for other system components.

F.R.L.

A67-33494

AFSCM 375-5 AS A METHODOLOGY FOR SYSTEM ENGINEERING.

Norman L. Gelbwaks (Aerospace Corp., Electronics Div., El Segundo, Calif.).

(Institute of Electrical and Electronics Engineers, Systems Science and Cybernetics Conference, Washington, D.C., Oct. 17, 18, 1966, Paper.)

IEEE Transactions on Systems Science and Cybernetics, vol. SSC-3, June 1967, p. 6-10.

Contract No. AF 04(695)-1001.

Description of the life cycle of systems requiring Air Force Systems Command Manual 375-5 (AFSCM 375-5) implementation, with detailed discussion of the prescribed system-engineering management process and significant documentation tools. Possible implementation problems and solutions associated with the application of the manual are also considered. The manual prescribes the management policies and procedures to be followed in the design, development, test, operation, and maintenance of future Air Force systems.

F.R.L.

A67-31630

ON THE MANAGEMENT OF SPACE PROJECTS.

P. J. de Fries (TRW Systems Group, Redondo Beach, Calif.).

Deutsche Gesellschaft für Raketentechnik und Raumfahrt, Fortschrittliche Systemtechnik Symposium, Munich, West Germany, June 9, 1967, Paper. 15 p.

General outline of procedures employed by the directors of present-day space projects for the optimization of outputs. Two areas of importance concerning the avoidance of over-runs in cost and time are studied - namely, defining the job at hand and organizing for implementation and control. The reasons for over-run in early space projects are discussed. A typical work breakdown structure is shown, where one final end item is subdivided into its next lower tiers of subsystems. Various levels of project management - and the changing nature of this management in relation to a change in the project itself - are examined. The construction of the MOLAB, a proposed lunar ground locomotion machine, is used to illustrate a typical space project.

R.B.S.

A67-29833

ADVANCED SPACE VEHICLE PLANNING - AN ANALYSIS OF THE FIRST DECADE.

Carl H. Builder (United Aircraft Corp., East Hartford, Conn.).

IN: SPACE TECHNOLOGY CONFERENCE, PALO ALTO, CALIF., MAY 9-12, 1967, PROCEEDINGS. [A67-29828 15-31]

Conference sponsored by the Society of Automotive Engineers, the British Interplanetary Society, the Société Française d'Astronautique, the Deutsche Gesellschaft für Raketentechnik und Raumfahrt, and the Associazione Italiana Razzi.

New York, Society of Automotive Engineers, Inc. (SAE Conference Proceedings P-16), 1967, p. 49-56.

Analysis of advanced space-vehicle planning, from the economic approach to decision making. Optimum cost of program is found to decrease with time, despite rising launch traffic. Mathematical models are constructed with parameters based on earlier launch vehicle data. The effects of discounting on optimum investment are presented.

R.B.S.

A67-29669

THE STATE OF THE ART IN MANAGEMENT STUDIES APPLICABLE TO AEROSPACE ACTIVITIES.

G. P. Dollimore (Hunting Engineering, Ltd., Luton, Beds., England).

(Royal Aeronautical Society, Management Studies in the Field of Aeronautics, Symposium, London, England, Feb. 27, 1967, Paper.) Royal Aeronautical Society, Journal, vol. 71, May 1967, p. 338-340; Discussion, p. 340-342.

Discussion of management methods which are applicable to the aerospace industry. The application of mathematical methods used in large industrial complexes to aerospace organizations is discussed, and the introduction of integrated information systems into aerospace companies is considered. Problems which arise in project and production management are reviewed. The need for the development of new techniques in the aerospace management field is emphasized in a discussion, and the use of critical path analysis is discussed.

M.F.

A67-29668**THE MANAGEMENT OF PROJECTS.**

B. B. Mungo (Ministry of Technology, London, England).
(Royal Aeronautical Society, Management Studies in the Field of Aeronautics, Symposium, London, England, Feb. 27, 1967, Paper.)
Royal Aeronautical Society, Journal, vol. 71, May 1967, p. 334-336; Discussion, p. 336-338.

Outline of the existing procedures employed in the field of defense procurement and study of some new ones which may be used in the near future. It is pointed out that the task of the project manager is to maintain the right balance between quality, cost, and time. The objects of "Project Definition" consist of defining the development task and making a realistic estimate of the cost. The main task of the project team (government and industry together) is to control the development against the realistic estimates, specifications and programs prepared in Project Definition. As well as monitoring technical progress, the project manager must also be able to monitor cost in order to detect divergences from the cost plan at their inception. A comparison of project managements in the UK and the U.S. is presented in a discussion. M.F.

A67-28697 #**THE PROFITABLE NURSING OF NEW TECHNOLOGIES IN A LARGE HARDWARE SYSTEMS BUSINESS.**

Herbert Popper (General Electric Co., Missile and Space Div., Re-Entry Systems Dept., Philadelphia, Pa.).
 IN: NTC 67; PROCEEDINGS OF THE 1967 NATIONAL TELEMETERING CONFERENCE, SAN FRANCISCO, CALIF., MAY 16-18, 1967. [A67-28679 14-07]
 Conference sponsored by the American Institute of Aeronautics and Astronautics, the Instrument Society of America, and the Institute of Electrical and Electronics Engineers.
 New York, American Institute of Aeronautics and Astronautics, Inc., 1967, p. 312-316. 15 refs.

Consideration of the management aspects of providing at a profit, and when required, a necessary technological capability within a large hardware systems business. This small business within the large one is described first in terms of its position on the scale of a number of parameters which are common to all such institutionalized undertakings. These measures are grouped into financial, technological, and human factors. F.R.L.

A67-27545**THE MANAGEMENT OF AEROSPACE PROGRAMS; AMERICAN ASTRONAUTICAL SOCIETY, NATIONAL CONFERENCE, UNIVERSITY OF MISSOURI, COLUMBIA, MO., NOVEMBER 16-18, 1966, PROCEEDINGS.**

Edited by W. L. Johnson (Missouri, University, Columbia, Mo.).
 Tarzana, Calif., American Astronautical Society (AAS Science and Technology Series. Volume 12), 1967. 390 p.
 Members, \$12.94; nonmembers, \$17.25.

This book is a collection of studies dealing with the various aspects of aerospace program management on the basis of practical experience gained in actual situations. Particular studies treated fall in the general categories of overall management concepts, bidding and development procedures, problems encountered in actual production, and efficient data utilization. Cost systems used to analyze complex programs are described, and the role of program budgeting in management procedures is outlined. References are made to specific situations encountered in the Gemini, Titan III, and Apollo projects. Trends in incentive contracting are examined with opinions presented by contractors and customers. The increasing complexity of interface requirements is outlined along with the current industrial and governmental practices used to meet this expanding management problem. Operational phases and management of engineering practices are analyzed in terms of problems involving technical support to depots, site operation, spares, and reliability performance. An approach is given for avoiding the systems deficiencies that can result from improper treatment of engineering changes. The use of data collected from continuous studies to determine the system capability, optimum tactics, maintenance procedures, and possible modifications is discussed. T.M.

A67-24656**IMPROVEMENTS IN MANAGEMENT CONTROL OF COMPLEX PROJECTS.**

D. Rowley (British Aircraft Corp. /Operating/, Ltd., Guided Weapons Div., Bristol, England).
Royal Aeronautical Society, Journal, vol. 71, Mar. 1967, p. 201-204.

Consideration of network analysis, the generalized approach of which is to break a whole work project down into definable small tasks with defined interrelationships. The job itself must be defined in terms of development costs, time and performance, and interfaces with other tasks and equipment, and the authority for altering it must be clearly stated. B.B.

A67-21049 #**CONFIGURATION MANAGEMENT.**

Walter Veith (Pan American World Airways, Inc., Patrick AFB, Fla.).

Mechanical Engineering, vol. 89, Feb. 1967, p. 20-25. 6 refs.

Discussion of the managing of engineering changes to prevent any design or systems deficiencies which could result from a poor control of the changes. This new discipline insures that the effects of changes on the total system are considered before their implementation. The result is a repetitive manufacturing process producing identical hardware end items and documentation fully representative of the configuration at all times. F.R.L.

A67-20976 #**INTERFACE MANAGEMENT OF AEROSPACE SYSTEMS.**

John M. Schmissrauter (Douglas Aircraft Co., Inc., Missile and Space Systems Div., Santa Monica, Calif.).
American Astronautical Society, National Conference on the Management of Aerospace Programs, University of Missouri, Columbia, Mo., Nov. 16-18, 1966, Paper AAS 66-159. 26 p.

Outline of the growth and increasing complexity of interface requirements and description of the current industrial and governmental practices used to meet this expanding management problem. The more pertinent aspects of the associated disciplines, required documentation, and the intricacies of the interrelationships between contractors, the procuring agencies, and other government agencies are covered. (Author)

A67-20975 =**GEMINI PROGRAM MANAGEMENT.**

Harry W. Oldeg (McDonnell Aircraft Corp., Dept. 19, St. Louis, Mo.).

American Astronautical Society, National Conference on the Management of Aerospace Programs, University of Missouri, Columbia, Mo., Nov. 16-18, 1966, Paper AAS 66-158. 10 p.

Discussion of management aspects of the design and development of the Gemini spacecraft. Three key aspects of the management task are program organization, management techniques, and personnel motivation. The operation of a joint project/functional organizational matrix is outlined; certain management techniques such as the assignment of individual spacecraft managers and the utilization of dual control rooms are set forth, and methods of obtaining maximum personnel motivation are cited. The technical accomplishments of the Gemini program, achieved within schedule constraints and well within budgeted resources, attest to the effectiveness of these management concepts. F.R.L.

A67-20968 #**COST ANALYSIS FOR LARGE SCALE DEVELOPMENT/PRODUCTION PROGRAMS.**

Arnold F. Klick (NUS Corp., Consultec Div., Washington, D.C.).
American Astronautical Society, National Conference on the Management of Aerospace Programs, University of Missouri, Columbia, Mo., Nov. 16-18, 1966, Paper AAS 66-148. 17 p.

Discussion of the requirements of, and a concept for, product-oriented cost analysis to support the full range of demands for program costs. Particular emphasis is given to three program facets which control or force costs (product characteristics, schedule, and quantity), and to means of expressing these in a meaningful manner for use in product-oriented cost analysis. F.R.L.

A67-20967 #**APOLLO APPLICATIONS PROGRAM - EXPERIMENT SELECTION PROCESS.**

John K. Hancock (Martin Marietta Corp., Martin Co., Dept. 1680, Denver, Colo.).

American Astronautical Society, National Conference on the Management of Aerospace Programs, University of Missouri, Columbia, Mo., Nov. 16-18, 1966, Paper AAS 66-142, 21 p. 6 refs.

Process for the selection of experiments for specific flights. Selection should not be made before this detailed, analytical process has been performed. Experiment selection is divided into three work areas, which are described in detail. (Author)

A67-14424**CONFIGURATION MANAGEMENT.**

Morton J. Laine and E. C. Spevak (Teledyne Systems Co., Control Systems Div., El Segundo, Calif.).

Space/Aeronautics, vol. 46, Nov. 1966, p. 74-81.

Discussion of configuration management, a method for current and precise documentation which attempts to assure the customer and builder that the final hardware is what they agreed on, in spite of the thousands of engineering changes normally experienced in the development of a complex system. The formal definition of configuration management is defined as "the management of technical requirements which define systems, system equipment, or individual equipment and changes thereto. It is implemented through procedures by which uniform and mutually supporting methods of configuration identification, control and accounting are established and maintained for systems and equipment and for components of systems and equipment." The object of the policy is to enable the contractor to prove there is no contradiction at any level among the contract, the internal authorizations, the specifications and drawings, the hardware, the inspection documents, and the handbooks and manuals. M.M.

A67-14221**AN ENGINEERING APPROACH TO SOFTWARE CONFIGURATION MANAGEMENT.**

B. L. Ryle (Planning Research Corp., Huntsville, Ala.).

IN: INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, 1966 AUTOMATIC SUPPORT SYSTEMS SYMPOSIUM FOR ADVANCED MAINTAINABILITY, CLAYTON, MO., NOVEMBER 7-9, 1966, PROCEEDINGS. [A67-14201 03-11]

New York, Institute of Electrical and Electronics Engineers, Inc., St. Louis Section, 1966, p. 6A-1 to 6A-5.

Discussion of some practical problems which have arisen in past systems development efforts, including the development of software. Some of the practical benefits of adopting configuration management are considered, along with associated implications. The necessity of treating Automatic Support Equipment (ASE) software development as an engineering task is emphasized. It is concluded that the development of ASE software must be planned, organized, managed, and controlled as any other element of the system, to prevent the software from continuing to lag behind the hardware and from plaguing the schedule. S.Z.

A67-10631**ADMINISTRATIVE CONSIDERATIONS IN SYSTEMS EFFECTIVENESS PROGRAMS.**

William H. Statler (Lockheed Aircraft Corp., Lockheed-California Co., Burbank, Calif.).

Society of Automotive Engineers, Aeronautic and Space Engineering and Manufacturing Meeting, Los Angeles, Calif., Oct. 3-7, 1966, Paper 660731, 5 p.

Members, \$0.75; nonmembers, \$1.00.

Discussion of some principal administrative aspects of management of systems effectiveness programs. The problem of achieving credibility in the results and with the need for the identification of the point of diminishing returns in each investigation is discussed. An example analysis is diagrammed, and the administrative task is shown to be that of providing the control, the guidance, and the environment of understanding among all of the technical disciplines involved. B.B.

A67-10590**PROBLEMS IN MANAGEMENT OF AEROSPACE GROUND EQUIPMENT.**

C. J. Compton (Lockheed Aircraft Corp., Lockheed-Georgia Co., Marietta, Ga.).

Society of Automotive Engineers, Aeronautic and Space Engineering and Manufacturing Meeting, Los Angeles, Calif., Oct. 3-7, 1966, Paper 660686, 14 p.

Members, \$0.75; nonmembers, \$1.00.

Consideration of the possibility of solving the problems associated with the management of aerospace ground equipment (AGE) by a program designed to ensure proper recognition by contractor and customer management. Such a program requires extensive changes in administration, engineering, configuration management, contracts, and data. Implementation will ensure an adequate appreciation of AGE requirements by management and furnish effective guidance to the design engineer. M.M.

A66-41777**A GENERALISED SYSTEM FOR PROJECT CONTROL AND EVALUATION.**

George Mitchell.

Royal Aeronautical Society, Journal, vol. 70, Sept. 1966, p. 884, 885.

Description of the generalized system for project control and evaluating. This is an approach to evaluating quantitative indices of value and cost effectiveness that can be optimized, possibly by operational research methods, to produce information that can be used by management in making realistic decisions. The object of the system is to control and monitor a project from initiation, through development to completed production, considering the four essential variables of cost, time, performance, and reliability. The proposed management control system uses servomechanism control principles to construct an analog of the evaluation, development and production processes that are required for efficient management. It is constructed around four initial building bricks, consisting of management systems and models, resource allocation, time scheduling, performance evaluation, and reliability assessment. M.M.

A66-38498 #**MANAGEMENT OF ENGINEERING CHANGES.**

Walter Veith (Pan American World Airways, Inc., Guided Missiles Range Div., Patrick AFB, Fla.).

American Society of Mechanical Engineers, Design Engineering Conference and Show, Chicago, Ill., May 9-12, 1966, Paper 66-MD-69, 9 p. 6 refs.

Members, \$0.75; nonmembers, \$1.50.

This paper discusses the practical aspects of configuration management. It outlines the basic requirements for change identification, control, implementation, and accounting for typical engineering/manufacturing organizations regardless of size and specific customer requirements. It then develops criteria for implementation of an effective configuration-management framework within which through modular expansion or contraction, organizational dynamics and changing customer requirements can be accommodated. (Author)

A66-37974 #**SYSTEM EFFECTIVENESS CAN BE ACHIEVED IN A MANNED SPACE PROGRAM THROUGH CORRECT MANAGEMENT DECISIONS.**

J. A. Ralph and C. Cicchetti (International Business Machines Corp., Cape Kennedy, Fla.).

IN: ANNALS OF RELIABILITY AND MAINTAINABILITY. VOLUME 5 - ACHIEVING SYSTEM EFFECTIVENESS; ANNUAL RELIABILITY AND MAINTAINABILITY CONFERENCE, 5TH, NEW YORK, N.Y., JULY 18-20, 1965, PAPERS. [A66-37879 20-15]

Conference sponsored by the American Institute of Aeronautics and Astronautics, the Society of Automotive Engineers, and the American Society of Mechanical Engineers.

New York, American Institute of Aeronautics and Astronautics, 1966, p. 951-964.

Description of an improved systems effectiveness methodology utilized for a one-week turn-around space mission. It is shown

that this technique, which involves much preplanning and analysis, enables the required response for conceivable problems to be developed in advance, so that management is free to respond to the improbable. Extrapolation of this computer-assisted technique to future programs and missions is also discussed. A. B. K.

A66-30441

TESTING FACILITIES - POTENTIAL PROFITMAKERS?

K. J. Dell (Bunker-Ramo Corp., Defense Systems Div., Information Technology Laboratory, Test Facilities Dept., Canoga Park, Calif.).

IN: INSTITUTE OF ENVIRONMENTAL SCIENCES, ANNUAL TECHNICAL MEETING, SAN DIEGO, CALIF., APRIL 13-15, 1966, PROCEEDINGS. [A66-30434 16-11]

Mt. Prospect, Ill., Institute of Environmental Sciences, 1966, p. 49-54.

Discussion of factors entering into the disposition of capital equipment and facilities devoted to environmental testing. It is illustrated that through analysis of existing facilities and the needs of the surrounding technical community a profitable utilization of unneeded facilities can be achieved. Some of the more frequent causes of work-load reorientation that can undermine the need for capital test facilities are discussed, and an analysis is made of the management alternatives regarding the disposition of the affected facilities. The facets of implementation that would face responsible department management are explored on the basis of a management decision to proceed with a commercial laboratory operation. An attempt is made to illustrate by example the areas in which economies can be effected so as to make the laboratory more competitive in the commercial market place. A. B. K.

A66-30400

AN ANALYTICAL CONCEPT FOR THE SELECTION, FLOW, AND TRANSFERENCE OF TECHNOLOGY IN A LARGE ELECTRONICS/AEROSPACE FIRM.

Robert R. Kley (Technology Planning Center, Inc., Ann Arbor, Mich.). IEEE Transactions on Engineering Management, vol. EM-13, Mar. 1966, p. 21-36.

The basic functions of any firm can be separated into planning, control, and operations, the time span of decision being the separating variable. In the planning sector, the three basic factors of importance are the methodologies and concepts used to relate and integrate corporate strategy, structure, and policies. As the physical size of a firm changes, possibly accompanied by shifts in customer and market orientation, the combinations of strategy, structure, and policies change. In the electronics/aerospace industry, these three factors readily translate into (1) a process for selecting market areas as well as developing a technological resource base for a firm, and (2) a process of ensuring that this technological activity is embedded in an environment which will permit an intrafirm flow and transference of technology. For the selection process, a method is presented which develops a technique for establishing a physical cross-sectoral relationship between the military and commercial markets using a unique tree diagram and matrix approach. A related concept for developing technological flow and transference is developed using a Shannon-Weaver communication model. A composite organization structure model correlating all of these factors is also developed using a small group behavior, linking pin, and decision model. (Author)

A66-29801

MANAGEMENT - THE GREATEST CHANGE IN RAILROADING WITH INNOVATION ORIENTED TO THE LOGISTICS MARKET AND RETURN ON INVESTMENT.

Robert S. Reebe (Robert Reebe and Associates, Rye, N. Y.). IN: THIRD INTERNATIONAL FORUM FOR AIR CARGO, CHICAGO, ILL., MAY 24-26, 1966. [A66-29788 15-34]

Forum sponsored by the American Institute of Aeronautics and Astronautics, the American Society of Mechanical Engineers, and the Society of Automotive Engineers. New York, American Institute of Aeronautics and Astronautics, 1966, p. 64-68.

Discussion of the newer concepts of railroad management, the source of developments in right-of-way, power, vehicular equipment, terminaling, intermodal exchange, schedules, and commercial considerations. Comments are made on railroad-airline relationships, with evaluation of the capabilities of each. F. R. L.

A66-28436

THE COMPATIBILITY OF VALUE ENGINEERING AND CONFIGURATION MANAGEMENT.

Marvin Wasserman (Brown Engineering Co., System Engineering Dept., Huntsville, Ala.).

IN: THE CHALLENGE OF SPACE; PROCEEDINGS OF THE THIRD SPACE CONGRESS, COCOA BEACH, FLA., MARCH 7-10, 1966. [A66-28401 14-30]

Congress sponsored by the Canaveral Council of Technical Societies. Cocoa Beach, Fla., Canaveral Council of Technical Societies, 1966, p. 437-451.

Review of the philosophies of system management and of the interrelationships of program management, system engineering, and management tools, directed to management levels responsible for ensuring system compatibility and mission success. Value engineering and configuration management are discussed as the catalysts to be integrated into the management network, thus assuring system compatibility and mission success at the lowest overall cost. It is concluded that those in management should establish a configuration management and value engineering program, the objectives of which are listed. B. B.

A66-26391

A PRACTICAL DATA PROCESSING APPROACH FOR ACHIEVING EFFECTIVE MANAGEMENT CONTROL OF AIRCRAFT MANUFACTURE.

Ben Gebhardt (Mooney Aircraft, Inc., Kerrville, Tex.). Society of Automotive Engineers, Business Aircraft Conference, Wichita, Kan., Mar. 30-Apr. 1, 1966, Paper 660205. 9 p. Members, \$0.75; nonmembers, \$1.00.

Review of a system application of data processing for offsetting costly inefficiencies of the aircraft industry, developed from "ideal" operating concepts. The theory behind the system development is outlined, and the critical control procedures and objective operating results achieved are identified. M. M.

A66-23831

MANAGEMENT PROBLEMS OF AN AEROSPACE COMPUTER CENTER.

G. A. Garrett (Lockheed Aircraft Corp., Lockheed Missiles and Space Co., Sunnyvale, Calif.).

IN: AMERICAN FEDERATION OF INFORMATION PROCESSING SOCIETIES, 1965 FALL JOINT COMPUTER CONFERENCE, LAS VEGAS, NEV., NOVEMBER 1965, PROCEEDINGS. VOLUME 27 - PART I. [A66-23824 12-08]

Washington, D.C., Spartan Books, 1965, p. 129-137.

Discussion of technical facets of the direction of a large aerospace computer installation. Some of the figures available on the actual costs of change are considered, together with aspects of the turn-around problem, from the management standpoint. Remarks are offered on the reasonable future expectations of the computer center considered. M. M.

A66-23445

HUMAN FACTORS AND SYSTEMS EFFECTIVENESS.

S. R. Wallace (Department of Defense, Office of Defense Research and Engineering, Behavioral and Social Sciences Branch, Washington, D.C.).

IN: ELECTRONIC INDUSTRIES ASSOCIATION, CONFERENCE ON SYSTEMS EFFECTIVENESS, 1ST, WASHINGTON, D.C., OCTOBER 19, 20, 1965, PROCEEDINGS. [A66-23434 11-34] Washington, D.C., Electronic Industries Association, 1965, p. 206-215.

Study of possible means of improving the human factors' contribution to system effectiveness. The roles of the customer project officer, the contractor engineering manager, and the human factors specialist in improving system effectiveness are discussed. It is felt that much work is required to extend the data base in the

areas of automation, decision making and problem solving, stress, and performance of men working in groups. The requirement for research which can be used to form compatible measures of human performance is also noted.

M. F.

A66-23441 #

ACHIEVING SYSTEMS EFFECTIVENESS BY DESIGN FUNCTION MANAGEMENT.

N. I. Hall (Hughes Aircraft Co., Culver City, Calif.).
IN: ELECTRONIC INDUSTRIES ASSOCIATION, CONFERENCE ON SYSTEMS EFFECTIVENESS, 1ST, WASHINGTON, D.C., OCTOBER 19, 20, 1965, PROCEEDINGS. [A66-23434 11-34]
Washington, D.C., Electronic Industries Association, 1965, p. 97-101; Panel Discussion, p. 106-117.

Discussion of the manner in which design activity can affect systems effectiveness. In order for the design function to be programmed and managed, decision guide activities - including design analysis, development tests, application of standards and checklists, and use of consultants - must be systematically identified. The steps required to ensure a proper choice of components and materials for electronic devices are outlined. The concepts of design and system review are considered. System effectiveness is defined as capability times availability times dependability.

D. P. F.

A66-23436 #

THE NAVY CONCEPT OF SYSTEMS EFFECTIVENESS.

I. J. Galantin (U.S. Naval Material Support Establishment, Washington, D.C.).
IN: ELECTRONIC INDUSTRIES ASSOCIATION, CONFERENCE ON SYSTEMS EFFECTIVENESS, 1ST, WASHINGTON, D.C., OCTOBER 19, 20, 1965, PROCEEDINGS. [A66-23434 11-34]
Washington, D.C., Electronic Industries Association, 1965, p. 10-18.

Evaluation of the methodology of systems effectiveness based upon a combination of reliability, maintainability, value, safety, and human engineering disciplines. The concepts employed in such an evaluation include mathematical models, system synthesis, and operations research. Criteria for systems effectiveness are considered in the light of the excellent performances of the Polaris program. It is shown how the concept of systems effectiveness can resolve the apparent conflict between a number of possible optimization criteria for a given system, such as greater reliability, least cost, minimum personnel required, or minimum construction time.

D. P. F.

A66-23435 #

RATIONALE FOR SYSTEMS EFFECTIVENESS IN AIR FORCE SYSTEMS COMMAND.

W. Austin Davis (USAF, Systems Command, Andrews AFB, Washington, D.C.).
IN: ELECTRONIC INDUSTRIES ASSOCIATION, CONFERENCE ON SYSTEMS EFFECTIVENESS, 1ST, WASHINGTON, D.C., OCTOBER 19, 20, 1965, PROCEEDINGS. [A66-23434 11-34]
Washington, D.C., Electronic Industries Association, 1965, p. 4-9.

Discussion of the criteria for a quantitative basis for expressing the effectiveness requirements of a system and the measures to provide management techniques for achievement of the required levels of effectiveness throughout all phases of the systems program. The need for developing common definitions for a variety of terms in order to overcome problems of semantics and communications is emphasized. The drawbacks and dangers inherent in the use of analytical models are considered. The need for a cost-estimating procedure for providing uniform methods in presenting estimates and tracking estimate changes is stressed.

D. P. F.

A66-22050

ADVANCED DATA MANAGEMENT EXPERIMENT.

A. C. Foreman (USAF, Systems Command, Electronic Systems Div., Hanscom Field, Mass.).
IEEE Transactions on Aerospace and Electronic Systems, vol. AES-2, Jan. 1966, p. 115-120.

Account of a project to demonstrate and refine a computer programming concept known as Generalized Data Management as exemplified by the Advanced Data Management (ADAM) System developed by the MITRE Corporation for the Electronic Systems Division/MITRE Systems Design Laboratory. ADAM is designed to provide generalized routines for functions common to a large class of command and management problems. Although earlier implementations of the Generalized Data Management concept have been demonstrated, ADAM has not been demonstrated in an operational application. The Air Force Logistics Command has provided an application (category I and IIR Consumption Item Requirements Computation System) with which to test ADAM. The Requirements System provides Logistics Command managers with information concerning stock items to buy, procurement contracts to terminate, items to repair, and budgets. ADAM implementation will provide an on-line real-time information system; the present Requirements System operates in a nonreal-time batch processing mode. The usefulness of providing an on-line system, which can be easily modified, is evaluated.

(Author)

A66-17487

DEVELOPMENT MANAGEMENT AND COST CONTROL.

B. D. Blackwell and A. V. N. Reed (Bristol Siddeley Engines, Ltd., Small Engine Div., Leavesden, Herts., England).
(Royal Aeronautical Society, Main Lecture, London, England, Oct. 7, 1965.)
Royal Aeronautical Society, Journal, vol. 69, Dec. 1965, p. 813-819; Discussion, p. 820-824. 7 refs.

Study of the problem of development management and cost control in a Defense setting. It is thought that progress toward a solution in this field has been retarded in the UK by the lack of publication of attempts to think about this problem. Tables show sharply contrasting views on how to conduct general procurement, feasibility studies, and the development phase of an R and D project. It is noted that the Zuckerman Committee appears to oversimplify in the important creative phase while Hitch and McKean coming much nearer the truth of the matter (although they themselves do not treat the key question of how to control the independent developing of components and the duplication of approaches which they advocate). It is recognized that these opposite views state the problem and that it is in reconciling them that the solution of the problem is to be found.

M. M.

A66-13798

A SYSTEMS APPROACH TO DEVELOPING SCHEMATICS.

Herman J. Feist (Boeing Co., Aero-Space Div., Seattle, Wash.).
Machine Design, vol. 37, Nov. 11, 1965, p. 186-193.

Examination of a systematic approach to the critical element in software management - the schematic. The approach consists of three steps: developing a complete set of schematics early in a design program, controlling the size, shape, and general makeup of the diagrams to meet the requirements of multiple users; and packaging the diagrams for rapid accessibility. Electrical, hydraulic, pneumatic, mechanical, and other types of information flow are considered, and special attention is focused on diagrams that display combinations of these various types.

M. L.

A66-11638 #

AN APPROACH TOWARD A REAL-TIME EXPERIMENT MANAGEMENT SYSTEM.

Leo C. Driscoll (Mitre Corp., Applied Mathematics Dept., Bedford, Mass.).

IN: AMERICAN INSTITUTE OF AERONAUTICS AND ASTRONAUTICS, MANNED SPACE FLIGHT MEETING, 4TH, ST. LOUIS, MO., OCTOBER 11-13, 1965, TECHNICAL PAPERS. [A66-11613 02-05]

New York, American Institute of Aeronautics and Astronautics, 1965, p. 232-241.
Contract No. AF 19(628)-2390.

Description of some promising techniques that are being developed: (1) computerized tools for flight operations planning; (2) constraint-analysis; (3) heuristic models for flight plan conflict-detection and contingency-derivation; and (4) a computer program for resource-allocation in a real-time environment. As a means toward discovering the architecture of an integrated replanning/

rescheduling/reallocation program, computerized tools are being investigated and two general purpose programming systems have been adapted. One programming system provides on-line information retrieval and a second system provides advanced data management as well as a test-bed for special purpose tools. Constraint analysis deals with many-dimensional relations among resources. The application of advanced man-machine practical communication systems will be investigated in order to form a bridge between the intuitive processes of the flight planner and machine processes. Logical and computational requirements for other tools to drive the real-time planning/scheduling/resource allocation programs are being studied. These tools include on-line aids for quick-look data reduction, experiment trend-analysis, and mission success prediction. M.F.

A66-10341

OPERATIONAL RESEARCH AND AVIATION MANAGEMENT. II - PROCUREMENT AND CAPITAL INVESTMENT PROGRAMMES. P. A. Longton and A. T. Williams (Business Operations Research, Ltd., London, England). *Royal Aeronautical Society, Journal*, vol. 69, Sept. 1965, p. 601-610. 22 refs.

Discussion of the profitable application of operational research to problems in the different branches of the aviation industry. Concentrating on capital investment programs and the procurement of aircraft, a discussion of cost structure leads to some detailed models. Objectives and financial policy, cost structure and investment costs, and some considerations for an aircraft replacement policy are given extensive attention. Problems of air traffic control and airport runways are considered. The analysis highlights the complexity of the interactions between system parameters in affecting the operations rate of the runway when it is used for both landings and takeoffs. The operations rate is affected differently by each parameter, depending on the values of the other parameters. Under all conditions, it is considered to be advantageous that the minimum time separation required between successive landings required at the runway, runway occupancy time of a landing aircraft, minimum time separation required between successive takeoffs, and minimum distance (from the approach end of runway) of a landing aircraft to permit interposing a takeoff before the landing, be as small as possible consistent with safety limitations. F. R. L.

A66-10075

SAFETY AND MANAGEMENT - A PANEL DISCUSSION. Donald R. Theleman (Northrop Corp., Norair Div., Flight Safety Branch, Hawthorne, Calif.). IN: ANNALS OF RELIABILITY AND MAINTAINABILITY; ANNUAL RELIABILITY AND MAINTAINABILITY CONFERENCE, 4TH, LOS ANGELES, CALIF., JULY 28-30, 1965. VOLUME 4 - PRACTICAL TECHNIQUES AND APPLICATION. [A66-10048 01-15] Edited by John de S. Coutinho. Washington, Spartan Books, Inc., 1965, p. 333-335.

Panel discussion of safety and management intended as a forum for some of the top safety personnel of aerospace industry systems to discuss the relationship of their organizations and activities with their higher managements. Observations are made relative to the evolution of the systems safety effort. The importance of military specifications which require contractors to establish systems safety engineering programs, is discussed. Recommendations are presented for the benefit of the managements of companies comprising the aerospace community to further the cause of accident prevention. M.M.

A66-10074

SAFETY MANAGEMENT IN AIR FORCE SYSTEM DEVELOPMENTS - A PROGRESS REPORT. Robert L. Craine (USAF, Systems Command, Office of the Inspector General, Safety Div., Andrews AFB, Washington, D.C.). IN: ANNALS OF RELIABILITY AND MAINTAINABILITY; ANNUAL RELIABILITY AND MAINTAINABILITY CONFERENCE, 4TH, LOS ANGELES, CALIF., JULY 28-30, 1965. VOLUME 4 - PRACTICAL TECHNIQUES AND APPLICATION. [A66-10048 01-15] Edited by John de S. Coutinho. Washington, Spartan Books, Inc., 1965, p. 329-332. Review of developments in the field of Air Force system safety management. A brief insight is provided into the role of the Air

Force Systems Command (AFSC). The Air Force effort in the past few years towards increasing its overall management professionalism is reflected in a series of new regulation, program-management instructions, and manuals, the subject of which is systems management. A system safety management manual has been developed to establish the system safety engineering approach to be taken within the system development network. To provide a more efficient management tool, the System Safety Task Force has undertaken the updating and revision of military specification, safety engineering of systems and associated subsystems, and equipment, MIL-S-38130 (USAF). The handbook program, which is a responsibility of AFSC, consists of seven existing, five developmental, five new, and three proposed handbooks, and a series of handbooks designated AFSCM 80-9 is presently under development. Updating requirements call for a 90-day revision cycle of handbook data. M.M.

A66-10073

SAFETY EDUCATION AND THE MANAGEMENT PROCESS. Carl Hancey (Southern California, University, University College and Aerospace Safety Div., Los Angeles, Calif.). IN: ANNALS OF RELIABILITY AND MAINTAINABILITY; ANNUAL RELIABILITY AND MAINTAINABILITY CONFERENCE, 4TH, LOS ANGELES, CALIF., JULY 28-30, 1965. VOLUME 4 - PRACTICAL TECHNIQUES AND APPLICATION. [A66-10048 01-15] Edited by John de S. Coutinho. Washington, Spartan Books, Inc., 1965, p. 325-327.

Examination of the relations among safety, education, and management. The development of education for aerospace accident preventers is reviewed, and safety education is related to management education. The belief is expressed that safety education has been the key that has opened the door to new concepts of management education: it serves to reemphasize the role the safety practitioner can play in the total management process since much of his basic education and experience is, in concept, the same as that required for management. M.M.

A66-10052

COST-EFFECTIVENESS MANAGEMENT. E. S. Winlund (Douglas Aircraft Co., Inc., Missile and Space Systems Div., Santa Monica, Calif.). IN: ANNALS OF RELIABILITY AND MAINTAINABILITY; ANNUAL RELIABILITY AND MAINTAINABILITY CONFERENCE, 4TH, LOS ANGELES, CALIF., JULY 28-30, 1965. VOLUME 4 - PRACTICAL TECHNIQUES AND APPLICATION. [A66-10048 01-15] Edited by John de S. Coutinho. Washington, Spartan Books, Inc., 1965, p. 87-96. 20 refs.

Brief review of developments that may lead to efficient cost-effectiveness management in the year 1980. It is pointed out that, by the year 1980, many contractors will have developed continuous analysis and reporting systems that will satisfy management needs. M.M.

A65-33159

OPERATIONAL RESEARCH AND AVIATION MANAGEMENT. I - AN INTRODUCTION TO OPERATIONAL RESEARCH. R. R. P. Jackson and P. A. Longton (Business Operations Research, Ltd., London, England). *Royal Aeronautical Society, Journal*, vol. 69, Aug. 1965, p. 543-552.

Demonstration of the power of the operational research approach both in general and in particular, with some examples relative to the aviation industry. It is shown that the key to operational research is the scientific method, moving logically through the phases of assumption, analysis, tests, and predictions. By the intitutional development of a model, followed by the application of a Poisson distribution, a detailed operational research approach is presented. F. R. L.

A65-31586

MANAGEMENT ASPECTS OF AERO-SPACE SYSTEM SAFETY ENGINEERING. Harold D. Trettin (Boeing Co., Aero-Space Div., Seattle, Wash.). IN: SYSTEM SAFETY SYMPOSIUM, SEATTLE, WASH., JUNE 8-10, 1965, PROCEEDINGS. [A65-31568 20-34] Symposium sponsored by the University of Washington and the Boeing Co. Seattle, Boeing Co., 1965. 13 p.

Description of a model system safety program and discussion of the role of management in aerospace system safety. To implement its tasks in this field, it is suggested that management should define the objectives for the safety field, specify the tasks to be completed, provide an organization structure and command media, and provide the resources required to implement the program. Basic objectives in the training of system safety personnel are also described.

S. H. B.

A65-29269 #

PROGRAM MANAGEMENT - IN THEORY AND IN PRACTICE.

David I. Cleland (USAF, Air University, Institute of Technology, Wright-Patterson AFB, Ohio).

IN: NATIONAL AEROSPACE ELECTRONICS CONFERENCE, 17TH, DAYTON, OHIO, MAY 10-12, 1965, PROCEEDINGS. [A65-29228 18-09]

Conference sponsored by the Professional Group on Aerospace and Navigational Electronics, Dayton Section of the Institute of Electrical and Electronics Engineers, and American Institute of Aeronautics and Astronautics.

Dayton, Institute of Electrical and Electronics Engineers, Dayton Section, 1965, p. 334-338. 13 refs.

Discussion of program management, an approach to organizational theory that has no organizational or departmental constraints. The idea of program management centers around the control and integration of large aggregations of resources which are outside the traditional flows of authority and responsibility. The role played by this philosophy in the defense industry-government complex is examined.

S. H. B.

A65-25155

METHODOLOGY OF SYSTEM ENGINEERING.

Robert E. Machol (Illinois, University, Dept. of Systems Engineering, Chicago, Ill.).

IN: SYSTEM ENGINEERING HANDBOOK.

Edited by R. E. Machol, W. P. Tanner, Jr., and S. N. Alexander. New York, McGraw-Hill Book Co., 1965, p. 1-3 to 1-13. 11 refs.

A general survey of system engineering, its definition, structure, viewpoint, and functions. A system is defined as having the following seven characteristics: it is manmade, it is integral, large, complex, semiautomatic, competitive, and its input is stochastic - i.e., the exact load or performance at any instant cannot be predicted. The problem of system structure can be broken down into the chronological phases of system design, the logical steps involved, the mathematical and scientific tools used, the functional parts of a system, and the administratively designated subsystems of a system. The basic viewpoint relative to system engineering is optimization of the cost-effectiveness ratio of the overall system; construction of a mathematical model is of great importance in the technique of optimization, based on "operations research," which involves the necessity of establishing and defining a quantitative measure of effectiveness. The ability to examine a problem, define such a quantitative measure, and then write equations based on the parameters of the particular case being analyzed are a measure of the competence of a system engineer, whose background should be broad but also deep in either mathematics or engineering.

D. P. F.

A65-23604 #

VALUE CONTROL FOR SYSTEM DESIGN.

Ervin Leshner (Radio Corporation of America, Camden, N.J.).

IN: NEW DIMENSIONS IN SPACE TECHNOLOGY; SPACE CONGRESS, 2ND, COCOA BEACH, FLA., APRIL 5-7, 1965, PROCEEDINGS. [A65-23599 13-31]

Congress sponsored by the Canaveral Council of Technical Societies, Cocoa Beach, Canaveral Council of Technical Societies, 1965, p. 44-52. 6 refs.

Observations on the responsibilities of designers in terms of value control and cost effectiveness. Value and cost are controlled by the designer. Design decisions made so as to balance cost and performance will yield the greatest utility value to a system. Good value may be achieved by developing a cost model and a performance requirements model in detail sufficient to permit tradeoffs to be made by the designer.

(Author) D. H.

A65-21357

ORGANIZATION AND MANAGEMENT OF SPACE PROGRAMS.

Fremont E. Kast and James E. Rosenzweig (Washington, University, College of Business Administration, Seattle, Wash.).

IN: ADVANCES IN SPACE SCIENCE AND TECHNOLOGY. VOLUME 7.

Edited by F. I. Ordway, III.

New York, Academic Press, Inc., 1965, p. 273-364. 24 refs.

Discussion of various aspects of the management of space programs. The topics considered are: (1) science, technology, and management; (2) systems concepts; (3) program management; (4) organization of space activities; (5) critical aspects in the management of space programs; (6) tools and techniques; and (7) summary and implications for the future.

M. M.

A65-19756

TECHNICAL DATA REQUIREMENTS FOR SYSTEMS ENGINEERING AND SUPPORT.

T. F. Walton (Space Technology Laboratories, Inc., Technical Data Dept., Redondo Beach, Calif.).

Englewood Cliffs, N.J., Prentice-Hall, Inc., 1965. 494 p. \$15.

A systems engineering approach for effectively correlating the total system data needed in complex system development programs is described which is intended for managerial, supervisory, and operating personnel, as well as beginners in the field of data activities. The text is concerned with all forms of technical data needed in all phases of systems engineering efforts, as well as the operational functions in system programs, but with special reference to the technical data needed for a typical military (principally Air Force) or space system. The first eight chapters describe the major technical data requirements. Data described in Chapters 2 through 7 are covered in the same sequence in which they are generally encountered under government contracts. The eighth chapter covers many other ancillary data that are needed in support of system procurement, manufacturing, installation, assembly and checkout, test, and other program functions. Chapters 9 through 12 describe principles and requirements for management and administration, development and verification, production and quality assurance, cost controls, automation, and contracting. Chapter 13 summarizes the ideas presented, and relates them all to the predominating principle of the integrated data concept. A glossary is provided for the benefit of newcomers to the field, and a bibliography provides a list of suggested reading and text references. A subject index is presented.

F. R. L.

A65-13154 #

PROBLEMS AND PITFALLS IN IMPLEMENTING MANAGEMENT INFORMATION SYSTEMS.

Russell D. Archibald (CPM Systems, Inc., Encino, Calif.) and

Richard L. Villoria (Houston Fearless Corp., Los Angeles, Calif.).

American Society of Mechanical Engineers, Winter Annual Meeting, New York, N.Y., Nov. 29-Dec. 4, 1964, Paper 64-WA/MGT-1. 8 p.

Members, \$0.50; nonmembers, \$1.00.

Discussion of the fundamental causes of the difficulties which prevent effective application of contemporary management information systems. These difficulties relate to the effects of change and technological system deficiencies. Methods of minimizing these problems include: (1) the adequate definition of system objectives, (2) placing responsibility in the hands of operating management rather than staff specialists, (3) using the task force approach, and (4) continual education and training of all affected persons. The PERT/COST system is used to illustrate specific examples of the problems encountered.

T. V. Y.

A65-12839

SUCCESS STRATEGY FOR TECHNICALLY ORIENTED MANAGEMENT.

James A. Broadston (North American Aviation, Inc., Rocketdyne Div., El Segundo, Calif.).

Society of Automotive Engineers, National Aeronautic and Space Engineering and Manufacturing Meeting, Los Angeles, Calif., Oct. 5-9, 1964, Paper 926B. 8 p. 22 refs.

Members, \$0.75; nonmembers, \$1.00.

General discussion of the relationship between the basic skills of the economists and behavioral scientists in regard to management decisions. The purpose of the paper is to encourage technical management to realize that both technical and economic success in producing a product competitively depend upon the effective utilization of human resources through proper motivation. It is shown that this is only possible when personal goals and company goals are integrated. It is suggested that a basic responsibility of management is to create conditions such that members of the organization can achieve their own goals best by directing their efforts toward the success of the enterprise. M.G.

A65-11307

ORGANIZING FOR SPACE AGE ACCURACY - THE ROLE OF COST ANALYSIS.

John J. Riordan (Department of Defense, Washington, D.C.). IN: INSTRUMENT SOCIETY OF AMERICA, ANNUAL CONFERENCE, 19TH, NEW YORK, N.Y., OCTOBER 12-15, 1964, PROCEEDINGS. VOLUME 19. PART I - STANDARDS LABORATORIES AND MEASUREMENT STANDARDS. Pittsburgh, Instrument Society of America, 1964. 3 p. (Preprint 20, 2-2-64).

Review of some DOD policies and programs relevant to management decisions regarding resources applied and organizational plans devised to satisfy needs for space-age accuracy. The comments pertain primarily to industrial organizations doing business with DOD. Specific DOD policies and programs reflecting the cost-effectiveness system of analysis are discussed. It is stated that it seems evident that incentive-type contracting offers sizable opportunities for cost-oriented engineers and scientists to bring their activities into the main stream of space progress. The widespread application of cost-effectiveness analytical techniques, and the strong trend toward incentive-type contracting, have set the stage for closer collaboration between the business and the technical organizational elements within both industry and government. M.M.

A64-25355

THE LEARNING CURVE - A CASE HISTORY IN ITS APPLICATION.

Julian L. Kottler (Avco Corp., Aerospace Structures Div., Nashville, Tenn.). Journal of Industrial Engineering, vol. 15, July-Aug. 1964, p. 176-180. 5 refs.

Description with an applied case of the use of the learning-curve principle to forecast and control direct labor cost. The learning-curve theory is said to propose that as the total quantity of units doubles, the hours/unit (which reflect cost) decline at some constant percentage. Programs of motion and time study were reportedly used to establish standard methods and work crews. An analysis of direct labor cost and performance was made. Tables are presented giving the development of plot points for the direct labor learning curve, planned cost development, and actual cost vs planned cost.

A64-25354

AN INTRODUCTION TO SYSTEMS ANALYSIS.

J. K. O'Keefe (Lockheed Aircraft Corp., Lockheed Missiles and Space Co., Sunnyvale; Santa Clara, University, Dept. of Mechanical Engineering, Santa Clara, Calif.). Journal of Industrial Engineering, vol. 15, July-Aug. 1964, p. 163-167. 6 refs.

Discussion of the qualitative and quantitative aspects of systems analysis in terms of a step-by-step organization of the analysis effort. Concepts basic to the logical accomplishment of systems analysis in industrial engineering are examined in terms of external requirements, sectionalization, and internal systemization. Two examples are shown of conceptual tools believed to be most important: the design flow chart and the system network diagram. The systems analysis concepts advanced are believed to be applicable not only to the aerospace systems given as examples but also to other complex systems encountered in industrial engineering.

A64-23348

PROGRAM CONTROL SYSTEMS.

John F. McNeil (Gates Radio Co., Quincy, Ill.). IEEE Transactions on Engineering Management, vol. EM-11, Mar. 1964, p. 29-42. 14 refs.

Description of an approach to program control oriented toward systems management. The following topics are discussed: total program control; systems management; program cost control; PERT network activity pricing; expenditure rate curves in cost planning and control; frequency of cost reporting; technical performance and program schedules; and project status reporting.

A64-22640

A REVIEW OF PROGRESS IN THE AREAS OF AERONAUTICAL AND AEROSPACE SPARES MANAGEMENT.

Otto F. Janssen, Jr. (Garrett Corp., Los Angeles, Calif.). IN: ANNUAL AEROSPACE RELIABILITY AND MAINTAINABILITY CONFERENCE, 3RD, WASHINGTON, D.C., JUNE 29-JULY 1, 1964, PROCEEDINGS. New York, N.Y., Society of Automotive Engineers, Inc., 1964, p. 536-545.

Review of the progress in aeronautical and aerospace spares management which has occurred from the mid 1940's through 1963. Areas covered include commercial airlines, Army, Navy, Air Force and NASA. It includes some of the past history of spares management and improvements gained. In each of the above areas, the range of spares management from provisioning, ordering, inventory control and distribution, through packaging and handling, is covered. It is noted that progress has been considerable over the past 20 years, and it is anticipated that more efficient spares management is imminent as refinements and improvements continue.

A64-22639

SPARES MANAGEMENT IN THE USAF.

James A. Bailey (USAF, Directorate of Supply and Services, Washington, D.C.). IN: ANNUAL AEROSPACE RELIABILITY AND MAINTAINABILITY CONFERENCE, 3RD, WASHINGTON, D.C., JUNE 29-JULY 1, 1964, PROCEEDINGS. New York, N.Y., Society of Automotive Engineers, Inc., 1964, p. 512-517.

Comprehensive study of the manner in which the Air Force is improving its spares management program through the use of high-speed electronic data processing equipment, improving its personnel skill level through training and higher education, and by instituting a series of management control systems to insure reliability of data output. The accomplishments of Air Force spares management resulting from critical examination of the requirements for each of the one million spare parts in the inventory are dealt with. A marked reduction in the dollars needed to support the combat capability of the Air Force is shown.

A64-22617

OPERATIONAL EMPLOYMENT CRITERIA - A SPACE AGE MANAGEMENT TOOL.

C. J. Morgan (Martin Marietta Corp., Martin Co., Denver Div., Denver, Colo.). IN: ANNUAL AEROSPACE RELIABILITY AND MAINTAINABILITY CONFERENCE, 3RD, WASHINGTON, D.C., JUNE 29-JULY 1, 1964, PROCEEDINGS. New York, N.Y., Society of Automotive Engineers, Inc., 1964, p. 318-324.

Presentation of the ideas that management of an ICBM or space system must be preplanned and managed by reaction has no place in such systems. Martin-Denver's experience with developing Titan 2 use plans is described, and the value of this preplanning is analyzed and compared with conventional methods of management by reaction. The advantages of use plans for future programs are discussed in terms of the following three questions: (1) when in the program should use plans appear, and why, (2) how should use plans be employed during system development, and (3) what should be the final disposition of use plans.

A64-22583**THE ROLE OF EFFORT CLASSIFICATION IN SYSTEM DESIGN AND EVALUATION.**

Vernon L. Grose (Northrop Corp., Ventura Div., Newbury Park, Calif.).

IN: ANNUAL AEROSPACE RELIABILITY AND MAINTAINABILITY CONFERENCE, 3RD, WASHINGTON, D.C., JUNE 29-JULY 1, 1964, PROCEEDINGS.

New York, N.Y., Society of Automotive Engineers, Inc., 1964, p. 71-81.

Description of the six categories, for various types of development, implemented by Northrop Ventura as part of their internal management control, similar to those in the Department of Defense. This implementation required: (1) that the DOD development categories be expanded and interpreted in terms of Northrop Ventura's product interests; (2) that levels of appropriate effort within each of the development categories be defined for all functions involved in the development process. These latter levels are said to constitute what is called "effort classification." Effort classification has been credited with reducing the time required to prepare and negotiate proposals, simplifying program management, and achieving product maturity.

A64-21607**PROGRAM CONTROL SYSTEMS.**

John McNeil (Collins Radio Co., Cedar Rapids, Iowa).

IN: NATIONAL WINTER CONVENTION ON MILITARY ELECTRONICS, 5TH, LOS ANGELES, CALIF., FEB. 5-7, 1964, PROCEEDINGS. VOLUME 3.

Convention sponsored by the Professional Technical Group on Military Electronics, Institute of Electrical and Electronics Engineers.

Edited by R. F. Lander.

North Hollywood, Western Periodicals Co., 1964, p. 12-26 to 12-42. 14 refs.

Presentation of an approach to program control which is oriented to systems management. Aspects of the problem considered include total program control, systems management, program control, introduction to PERT network activity pricing, PERT activity pricing and analysis in detail, use of expenditure rate curves in cost planning and control, frequency of cost reporting, technical performance and program schedules, and project status reporting.

A64-21586**COST ASPECTS OF COMPUTER PROGRAMMING FOR COMMAND AND CONTROL.**

Leonard Farr and Burt Nanus (System Development Corp., Santa Monica, Calif.).

IN: NATIONAL WINTER CONVENTION ON MILITARY ELECTRONICS, 5TH, LOS ANGELES, CALIF., FEB. 5-7, 1964, PROCEEDINGS. VOLUME 3.

Convention sponsored by the Professional Technical Group on Military Electronics, Institute of Electrical and Electronics Engineers.

Edited by R. F. Lander.

North Hollywood, Western Periodicals Co., 1964, p. 1-1 to 1-12.

Discussion of the cost estimation problem studied in an ARPA-sponsored project which was initiated to develop improved management techniques for computer programming in command and control systems. Some of the underlying causes of the cost estimation problem are discussed and about fifty factors that appear to contribute to cost are identified. Data concerning the effects of some of the cost factors are presented. Finally, some suggestions for further work are offered.

A64-20262

PACC - A SIGNIFICANT ADVANCE IN MANAGEMENT CONTROL. Martin J. Crean and Joseph R. Muller (Sperry Rand Corp., Sperry Gyroscope Co., Great Neck, N.Y.).

American Institute of Aeronautics and Astronautics, Annual Meeting, 1st, Washington, D.C., June 29-July 2, 1964, Paper 64-411. 9 p.

Members, \$0.50; nonmembers, \$1.00.

Discussion of the management control system used at the Sperry Gyroscope Company. Product Administration and Contract Control (PACC) is an integrated data processing system designed to provide management with the necessary tools for control of overall program operations. To achieve the objective of improved management control, PACC is designed to include both information and control subsystems as well as operating subsystems, for complete control of company activities.

A64-20063**THE IMPACT OF PROJECT DEFINITION ON AEROSPACE SYSTEM MANAGEMENT.**

Stanley Bernstein (Raytheon Co., Missile Systems Div., Bedford, Mass.).

American Institute of Aeronautics and Astronautics, Annual Meeting, 1st, Washington, D.C., June 29-July 2, 1964, Paper 64-405. 8 p. Members, \$0.50; nonmembers, \$1.00.

Discussion of the significance of the Department of Defense Project (or Program) Definition Phase (PDP), required prior to the initiation of major programs. It is stated that the introduction of project definition requirements in the aerospace industry will require major and, in many cases, drastic changes in management philosophies and procedures. Pre-proposal efforts, which previously required predominantly engineering and marketing efforts, will now require not only considerably increased effort in these areas, but, in addition, increased effort by engineering, production, and other segments of any given organization. It is noted that the current trend toward requiring a fixed price incentive proposal as part of PDP will require a tremendous amount of additional overhead-type effort. The requirement for stated performance incentive goals will, inevitably, lead to more conservative design and engineering during the project definition phase.

A64-19985**LONG RANGE PLANNING FOR A MAJOR COMPONENT MANUFACTURER.**

George P. Sutton (North American Aviation, Inc., Rocketdyne Div., Long Range Planning, Canoga Park, Calif.).

American Institute of Aeronautics and Astronautics, Annual Meeting, 1st, Washington, D.C., June 29-July 2, 1964, Paper 64-404. 7 p. Members, \$0.50; nonmembers, \$1.00.

Brief review of the major facets and principal premises of long-range planning activities as they are currently practiced at Rocketdyne. The topics considered include the two basic steps in long-range planning, evaluation of external influences, statement and re-examination of objectives, identification of new opportunities in rocket propulsion, major future programs and their selection, major areas of research and development, market and sales prediction, facilities plan, skills and personnel, dollar resources, the planning organization, and key premises. Figures show charts of the Rocket Division's total national market by product, national market, and product sales.

A64-19891**RISK APPRAISAL OF PROGRAMS SYSTEM (RAPS).**

J. R. Polski, I. M. Clausen, and H. W. Paige (General Electric Co., Missile and Space Div., Management Systems, Philadelphia, Pa.).

American Institute of Aeronautics and Astronautics, Annual Meeting, 1st, Washington, D.C., June 29-July 2, 1964, Paper 64-406. 15 p. Members, \$0.50; nonmembers, \$1.00.

Description of a system for the evaluation of program risks. The system evaluates the risk level associated with each hardware end-item for each of seven "resource" or "external" limitations factors, as assessed by the responsible engineer; and the extent to which methods and practices are being adhered to in 21 key area as assessed by the responsible individual with the aid of a checklist identifying the low-risk way of doing the job. A four-degree risk-categorization system is used. Substantiations are required that define the work needed to decrease risk and the cost of doing such work. Appraisals are made periodically throughout the program. It is stated that the data display with substantiation gives a greater depth of understanding of the program than formerly available, and that it provides a new basis for management action.

A64-19729**A SYSTEM FOR EVALUATING V. E. EFFORTS.**

H. J. Smith (Aerojet-General Corp., Liquid Rocket Plant, Sacramento, Calif.).

Journal of Value Engineering, vol. 2, May 15, 1964, p. 38, 39, 73.

Description of a method of assessment. The rating system indicates to the plant manager how each division is performing its value engineering responsibility, provides incentive for the division manager and his value engineers to improve their rating, and provides the manager and his value engineers with a method of determining ways to improve their program. From these benefits, the rating system is considered to provide a valuable means for gradually strengthening program efforts.

A64-19728**NEED AND CRITERIA FOR MEASURING EFFECTIVENESS OF VALUE ENGINEERING.**

A. F. Kaufmann (International Business Machines Corp., Federal Systems Div., Space Guidance Center, Rockville, Md.).

Journal of Value Engineering, vol. 2, May 15, 1964, p. 32-37.

7 refs.

Definition of basic areas requiring a means of measuring the effectiveness of value engineering. It is considered that there is a need for management to define more clearly the objectives of its reporting requirements and that management should consider placing more emphasis on value-engineering effectiveness in the areas of education and consultations. This can be brought about by scientifically examining the value-engineering job content with a management tool such as job analysis. Once the job content has been established, it is possible to measure the effectiveness of value engineering in the basic areas of responsibility.

A64-19725**BRINGING AN ESTABLISHED PROGRAM UP-TO-DATE.**

S. Malasky (Radio Corporation of America, Missile and Surface Radar Div., Moorestown, N.J.).

Journal of Value Engineering, vol. 2, May 15, 1964, p. 14-18.

Review of steps taken at the RCA Missile and Surface Radar Division to increase the scope of value engineering responsibility and to improve the effectiveness with which value engineering recommendations are implemented. Comment is made on the role of value engineering in the preparation of new proposals. A problem in spares procurement is treated which is considered to show advances over the MIL specification governing spares provisioning. Value engineering is also concerned with application of microelectronics to heavy ground-based radar products, and a typical case is examined in some detail. The division of work in an office between scientific and engineering activities and administrative value engineering is discussed.

A64-18117**GOOD MANAGEMENT INSURES PROGRESS.**

David F. Barber and Anthony Coppola (USAF, Rome Air Development Center, Griffiss AFB, N.M.).

(International Conference and Exhibit on Aerospace Electro-Technology, Phoenix, Ariz., Apr. 20-23, 1964.)

IEEE Transactions on Aerospace, vol. AS-2, Apr. 1964, p. 345-349.

Discussion of the role of management in the achievement of reliability. Considered are the management structure and management tools, and certain recommendations toward the improvement of reliability through better management are made.

A64-16049**PROVIDING TIMELY PRODUCTION DATA.**

Robert D. Bernhard (Bell Helicopter Co., Data Processing Dept., Fort Worth, Tex.).

Automation, vol. 11, Mar. 1964, p. 48-55.

Description of a total information system designed to provide a company management with specific elements of information required for planning, execution, evaluation, and control of the total business - in this case, helicopters.

A64-16010**ON-LINE MANAGEMENT INFORMATION. I - PLANNING A SYSTEM.**

Norman J. Ream (Lockheed Aircraft Corp., Burbank, Calif.).

Datamation, vol. 10, Mar. 1964, p. 27-30. 5 refs.

Discussion of plans for a real-time management information system. A real-time management information system monitors the physical environment but exerts only indirect control by the production of management type reports or displays. The general instrumentation of simplex, duplex, master/slave, shared-file, and multiprocessing systems is briefly surveyed. A real-time system is used for obtaining planning, control, and operating reports and can also be used to develop by-product data for the production of new criteria for performance evaluation.

A64-14704**PROGRAM MANAGEMENT TECHNIQUES AT MARTIN ORLANDO.**

Leander Schaidt (Martin Marietta Corp., Martin Co., Air-to-Surface Missile Systems, Orlando, Fla.).

(Institute of Electrical and Electronics Engineers, National Winter Convention on Military Electronics, Los Angeles, Calif., Jan. 31, 1963.)

IEEE Transactions on Engineering Management, vol. EM-10, Sept. 1963, p. 124-137.

Description of the concepts and systems of program management and project control used at Martin-Orlando. The functions of each level of management are described. A project master plan is presented which summarizes major items of work and delivery status. The plan is color-coded to indicate firm business under control, carry on business expected against existing contracts, and potential business expected as a result of research and development and sales. Also presented is a missile flow plan which shows the sequence of completion of subassemblies and components, process flow through final assembly, and the required scheduling and time spans. Input-output control curves are discussed.

A63-23260**PROGRAM MANAGEMENT WITH CONFIGURATION CONTROL.**

Irving Mayer (North American Aviation, Inc., Autonetics Division, Minuteman Systems Management Division, Downey, Calif.).

(Institute of Electrical and Electronics Engineers, International Conference and Exhibit on Aerospace Support, Washington, D.C., Aug. 4-9, 1963.)

IEEE Transactions on Aerospace, vol. AS-1, Aug. 1963, p. 467-473.

Brief review of the aspects of program phasing which dictate the need for total configuration control, in terms of design and data interface and concurrency concept considerations. Basic elements and organizations of a configuration control system are described and integrated with program, project, and functional department management. The importance of acquisition, verification, compilation, and integration of data with timely release for shared use is emphasized. Stress is also placed on the development and preservation of evolution traceability, and the cross-sensitivity of change effects among design, data, schedules, and resources.

A63-20760**OPERATIONAL SYSTEMS - A CURRENT COMPUTER TREND.**

Robert E. Clement (IBM Corp., Data Processing Division, White Plains, N.Y.).

Electronic Industries, vol. 22, June 1963, p. K7-K9, K23.

Brief review of some industrial applications of computers. The use of computers for aerospace system simulation, such as the Marshall Space Flight Center's computer simulation of Saturn rockets, and data retrieval are noted, as is their use in operational systems for industrial applications. An example of such an application is the Inventory Management Program and Control Techniques (IMPACT), which is made up of three basic functions stored within the computer: ordering, forecasting and reviewing.

A63-16893**SYSTEMS PHILOSOPHY.**

David O. Ellis (Litton Industries, Inc., Research and Analysis Dept., Beverly Hills, Calif.) and Fred J. Ludwig (Litton Industries Inc., Guidance and Control Systems Div., Beverly Hills, Calif.) Englewood Cliffs, N. J., Prentice-Hall, Inc., 1962. 387 p. \$13.00.

Detailed discussion of the overall view of major concepts involved in the engineering and management of man-made systems and man/machine systems, treating systems technology as it exists and interpreting the probable trends and implied conclusions of current practice. The text is designed for both management and the public, and also furnishes a general survey of the subject for the scientific generalist and the specialist. Specifically covered are (a) basic system concepts, including subsystems and components, and selection and effectiveness criteria; (b) special problem areas, including human subsystems; (c) design and analysis; (d) the operational approach; and (e) a systems technology forecast for the next era. Technical detail is, for the most part, confined to the appendices which constitute the bulk of the book, and are completely independent, providing supportive and illustrative material for the text. Included in the appendices are (1) a precise definition of systems; (2) the notion of generalized logical design; (3) the partial design of a hypothetical weapons system; (4) the systems matrix approach; (5) a mathematical model of a conventional digital integrator; (6) a discussion of generalized logic; (7) preliminary consideration of an army surveillance system; (8) remarks on low-level redundancy; (9) elements of a behavioral theory of static decisions; (10) the relativistic Doppler effect, a new approach to space navigation; (11) limitations of contemporary terrestrial Doppler navigation radars; (12) the tunnel display concept; and (13) application of electromyographic techniques in the integration of man/machine systems.

A63-16590**THE ANATOMY OF PROGRAM MANAGEMENT.**

J. B. Medaris.

(National Advanced-Technology Management Conference, Proceedings, Seattle, Wash., Sept. 4-7, 1962.)

IN: Science, Technology, and Management. New York, McGraw-Hill Book Co., Inc., 1963, p. 112-128.

Analysis of the problems of government-industry program management based on such projects as the Redstone, the Jupiter IRBM, the Explorer and Juno series, the Pershing missile, and the Saturn space vehicle. The uncertainty in decision making and the conflicts existing during the late 1940's and early 1950's regarding the national rocket and missile program are pointed out. The importance of clearly defining the problems and objectives of a program is stressed, indicating that this is one of the most important managerial functions in establishing a new program on the right basis. However, the conflict of values which often permeates a program is spotlighted precisely and clearly. It is indicated that the built-in conflicts among the customer, the national financial authority, the final user of the product, the scientists and designers, the production-oriented people, and business managers are to be expected in advanced-technology programs. The establishment of dual approaches in meeting new scientific and technical problems is proposed. Finally, valuable suggestions for handling some of the specific problems involved in actually managing a program are provided. The vital importance of maintaining active communication and coordination between the various groups within the project is stressed, and the role of project management in this activity is outlined.

A63-16589**FORMATION AND MANAGEMENT OF DEPARTMENT OF ARMY PROGRAMS.**

August Schomburg (U.S. Army, Supply and Maintenance Command, Washington, D.C.)

(National Advanced-Technology Management Conference, Proceedings, Seattle, Wash., Sept. 4-7, 1962.)

IN: Science, Technology, and Management. New York, McGraw-Hill Book Co., Inc., 1963, p. 106-111.

Discussion of the importance of the Army's in-house capabilities in meeting technological requirements. A strong case is made

for maintaining effective scientific, technical, and managerial skills within the military services for the development of new systems. Two of the Army's newest and most complex programs - the Zeus missile program and the M-60 tank program - are described in detail. The differences between these two programs are contrasted in terms of their management approaches. The Zeus program makes use of private industry for technical direction and management, whereas the tank program is managed in-house.

A63-16588**PROJECT MANAGEMENT WITHIN THE ARMY MATERIEL COMMAND.**

F. S. Besson, Jr. (U.S. Army, Materiel Command, Washington, D.C.)

(National Advanced-Technology Management Conference, Proceedings, Seattle, Wash., Sept. 4-7, 1962.)

IN: Science, Technology, and Management. New York, McGraw-Hill Book Co., Inc., 1963, p. 90-105.

Discussion of the recent reorganization of the Army as a result of which the Army Materiel Command is established to integrate the materiel functions of the Army. A strong emphasis is placed upon the use of vertical project management, and it is shown how this concept is being utilized in the AMC. It is suggested that the discussion of the functions, roles, and organizational relationships in this new type of organization should be meaningful in advanced technology industries. The conflict between functional and project management is outlined and ways for ameliorating it are suggested. The idea of the "red line" - a subordinate communicating directly with the top level in the organization while bypassing intermediate superiors - is presented, and it is indicated that it is a departure from the traditional military concept of single chain of command.

A63-13537**IMPLEMENTATION OF A DESIGN REVIEW PROGRAM.**

Arthur S. Winthrop (Space Technology Laboratories, Inc., Redondo Beach, Calif.)

(Institute of Radio Engineers, Annual Seminar, 3rd, Reliability of Space Vehicles, Los Angeles, Calif., Oct. 26, 1962.)

IN: Third Annual Seminar on Reliability of Space Vehicles.

North Hollywood, Calif., Western Periodicals Co., 1962. 16 p. Price of entire volume (137 p.): \$6.50.

Description of the theoretical development and actual implementation within a divisional organization of a comprehensive design review program. Successful application to the Orbiting Geophysical Observatory program is reported. The initial success of the pilot operation suggests a company-wide application.

A63-13246**A METHODOLOGY FOR SYSTEMS ENGINEERING.**

Arthur D. Hall (Bell Telephone Laboratories, Inc., Murray Hill, N.J.)

Princeton, N. J., D. Van Nostrand Co., Inc., 1962. 478 p. \$12.00.

A treatment of the methodology of systems engineering is presented to increase awareness and understanding of the process, and to sharpen definitions and approaches to the principal recurring problems, such as definition, goal setting, systems synthesis and analysis, and choosing among alternate systems. Intended for teachers and students of systems engineering, creative engineering, design, operations research, management science, and related fields, the material is presented in four groups: (1) description and analysis of the overall process, with identification and discussion of recurring problems; (2) problem definition and development of systems requirements; (3) decision-making, emphasizing problems of setting objectives, and designing effective value systems; and (4) approaches and tools useful in systems synthesis and analysis. Terms that are considered necessary for the logical development of systems engineering are listed in the index.

A63-13078**OPERATIONS RESEARCH IN PRODUCTION AND INVENTORY CONTROL.**

Fred Hansmann (International Business Machines Corp., Dayton, Ohio).

New York, John Wiley and Sons, Inc., 1962. 254 p.
\$8.95.

Survey of advances in inventory management, with emphasis on problem solving and specific applications. The book was developed from the material in a graduate course taught by the author at Case Institute of Technology. Areas discussed include single station (static deterministic models, static probabilistic models, and dynamic models), parallel stations, and series of stations.

A63-10176**A TECHNIQUE FOR MANAGEMENT OF MULTIPLE PROGRAMS IN A MEDIUM SIZE ENGINEERING DEPARTMENT.**

B. W. Goldberg (Bendix Corp., Utica Div., Utica, N.Y.)

Society of Automotive Engineers, National Aerospace Engineering & Manufacturing Meeting, Los Angeles, Calif., Oct. 8-12, 1962, Paper 576B. 8 p.

Description of a practical approach to the control of fiscal and technical progress for multiple unrelated engineering projects. The technique incorporates six basic steps: (1) definition of the goals or the project aim; (2) preparation of the engineering estimate; (3) preparation of the project plan; (4) periodic review and evaluation of each project; (5) correlation and coordination of individual projects into the overall engineering operation; and (6) presentation to corporate management.

M2 CONTRACT MANAGEMENT**A67-15335 #****THE DEFENSE INDUSTRY - MANAGEMENT CHALLENGE OF THE SEVENTIES.**

John J. Bennett (USAF, Systems Command, Andrews AFB, Washington, D.C.).

American Society of Mechanical Engineers, Winter Annual Meeting and Energy Systems Exposition, New York, N.Y., Nov. 27-Dec. 1, 1966, Paper 66-WA/MGT-16. 7 p. 7 refs.

Members, \$0.75; nonmembers, \$1.50.

The paper addresses the alleged incompatibility between the current government procurement practices and the trend toward tighter management control techniques in dealing with defense and space contractors. It attempts to show that the fundamental problem is not incompatibility between greater contractor risk and control, but how government has applied the new control techniques. It describes several actions the government is undertaking to carry out future development and implementation of management control procedures in a more orderly manner and in a way that will reduce the impact on industry. It concludes that considerable opportunity exists for industry to improve its participation in a partnership with government that will benefit both parties. (Author)

A66-34251**TOTAL VALUE CONCEPTS IN THE CONTRACT DEFINITION PHASE.**

S. Robinson (Radio Corporation of America, Defense Electronic Products, Missile and Surface Radar Div., Moorestown, N.J.).
IEEE Transactions on Aerospace and Electronic Systems, vol. AES-2, July 1966, p. 402-408. 5 refs.

For large military research and development projects, Contract Definition type contracts are meeting the cost-effectiveness challenge by an intensive study of the total value considerations in a project

before it starts. This has extended the application of total value concepts throughout all project activities and broadened their scope. Total value concepts are discussed and applied to various aspects of system effectiveness. The effects of configuration, reliability, and system availability upon overall costs are considered, and cost vs performance optimization curves are shown. Practical measures of service life are calculated. Break-even curves relating acquisition and operational costs are shown. A decision matrix method for assessing system value is included. A case study graphically showing the effects of value considerations on a typical radar antenna tower is contained in the paper. (Author)

A65-18723**A MODEL FOR DETERMINATION OF INCENTIVE FEE.**

E. A. Polgar (Lockheed Aircraft Corp., Lockheed Missiles and Space Co., Sunnyvale, Calif.) and J. H. Yueh (Hughes Aircraft Co., Culver City, Calif.).

IN: NATIONAL SYMPOSIUM ON RELIABILITY AND QUALITY CONTROL, 11TH, MIAMI BEACH, FLA., JANUARY 12-14, 1965, PROCEEDINGS. [A65-18710 09-15]

Symposium sponsored by the Institute of Electrical and Electronics Engineers, American Society for Quality Control, American Society of Mechanical Engineers, Institute of Environmental Sciences, and Society for Nondestructive Testing.

New York, Institute of Electrical and Electronics Engineers, 1965, p. 115-124.

Presentation of a procedure for determining the final fee in Cost-Plus-Incentive-Fee (CPIF) contracts. As a basic part of the plan, it is assumed that the contractor is willing to take a risk of having essentially all of its fee eliminated when contract performance is poor, and, in return, be awarded a substantial increase in fee over the negotiated target when contract performance is superior. It is noted that the Armed Services Procurement Regulations (ASPR) limit the final fee to a maximum of 15%. It is shown that between these two limits, the contract performance is determined by four incentive factors: cost incentive, schedule incentive (delivery of hardware and documents), product performance incentive, and reliability incentive. In conclusion, four advantages of CPIF contracts are presented: (1) the contractor will have the added incentive to secure the highest caliber management; (2) the cost of the contractor's operations to fulfill the contract will generally go down; (3) the customer and the contractor share the risks, since the contractor could lose a large portion of his target fee for inferior results; and (4) the reliability requirements become meaningful because they can influence the final fee determination. M. L.

A65-12837**PROGRAM MANAGEMENT UNDER FIXED PRICE CONTRACTS.**

J. C. Brizendine (Douglas Aircraft Co., Inc., Aircraft Div., DC-9 Program, Long Beach, Calif.).

Society of Automotive Engineers, National Aeronautic and Space Engineering and Manufacturing Meeting, Los Angeles, Calif., Oct. 5-9, 1964, Paper 926C. 6 p.

Members, \$0.75; nonmembers, \$1.00.

Discussion of the concept of program management in today's aerospace business in relation to the requirement for an effective management to cope with a complex management task involving multiple interfaces of business and technical disciplines. Some organizational precepts are presented as being fundamental to achieving an effective management system in a multi-program company environment of major aerospace programs. The program management system evolved for the development of the DC-9 Jet Transport is described to illustrate the implementation of the concept. In this program, each program manager has under his direct control the function of contract administration, subcontract administration, work authorization, budget authorization, cost control, and the measurement and control of program progress. M. G.

A64-19982**THE IMPACT OF CONTRACT INCENTIVES ON AEROSPACE PROGRAMS.**

C. C. Walkey and R. M. Jacobs (Douglas Aircraft Co., Inc., Missile and Space Systems Div., Santa Monica, Calif.).

American Institute of Aeronautics and Astronautics, Annual Meeting, 1st, Washington, D.C., June 29-July 2, 1964, Paper 64-409. 9 p. 5 refs.

Members, \$0.50; nonmembers, \$1.00.

Discussion of problems, techniques, trends, and possibilities of incentive contracting, with application to specific aerospace projects. It is stated that it is difficult to draw conclusions about a new and, in a sense, exploding development such as the one treated. The work undertaken to date by the DOD, NASA, and segments of industry promises future benefits. More and more sizable incentive contracts, with greater profit/loss possibilities, are certain. And the planning and execution of these contracts will demand a growing percentage of management's attention. It is noted that lack of sufficient management attention to incentives will preclude successful incentive contracting and thwart the benefits potentially obtainable.

A64-19731

VALUE ENGINEERING IN PROGRAM CONTRACTS.

S. Robinson (Radio Corporation of America, Missile and Surface Radar Div., Moorestown, N.J.).

Journal of Value Engineering, vol. 2, May 15, 1964, p. 61-66.

Discussion of the Project Definition Phase (PDP) method of contracting, considered in a sense as an intensive value study conducted by all project activities. A significant aspect of PDP is the concept of system trade-offs among cost, performance, and schedules. A realistic and practical approach is to maximize capability for a specified cost or to minimize cost for a specified capability. The establishment of the PDP system is considered to have put value engineering into official government contracting policy. Various aspects of the problems involved are treated in detail.

A63-18030

NEW COMPLEXITIES IN R & D PROCUREMENT.

Walter R. Moynihan (Geophysics Corporation of America, Bedford, Mass.)

Aerospace Management, vol. 6, May 1963, p. 48-51.

Consideration of the changes in government contracting which took place in 1962 by enactment of Public Law 87-653, emphasizing the revised Certificate of Current Cost or Pricing Data. The effects which the new law will have on companies carrying R&D contracts are briefly discussed, including consequences in contract procurement and negotiations. The distinction made in PL 87-653 between "pricing data" and "cost data" is described. The procurements for which the Certificate of Current Cost or Pricing Data must be furnished are outlined.

M3 RESEARCH & DEVELOPMENT

A67-22143

RESEARCH AND DEVELOPMENT FOR BETTER MANUFACTURING.

Melvin E. Fields (USAF, Systems Command, Research and Technology Div., Materials Laboratory, Manufacturing Technology Div., Wright-Patterson AFB, Ohio).

IN: LASER WELDING AND MACHINING; ENGINEERING SEMINAR ON NEW INDUSTRIAL TECHNOLOGIES, PENNSYLVANIA STATE UNIVERSITY, UNIVERSITY PARK, PA., JUNE 27-JULY 2, 1965, PAPERS. [A67-22137 09-15]
University Park, Pa., Pennsylvania State University, 1966, p. 77-84.

General discussion of research and development for better manufacturing, with the emphasis on the manufacturing methods program. A specific organization in a manufacturing technology division is described, together with a few typical examples that are being sponsored. One of the programs mentioned is the development of the hydrothermal growth of high-quality ruby crystals of very large size. The ultimate objective of this program is the production of 15-lb crystals. Criteria for proposal evaluation are also considered.

M.M.

A67-15336

ANCILLARY BENEFITS OF AN AUTOMATED R&D RESOURCES ALLOCATION SYSTEM.

Ambrose B. Nutt (USAF, Systems Command, Research and Technology Div., Flight Dynamics Laboratory, Wright-Patterson AFB, Ohio).

American Society of Mechanical Engineers, Winter Annual Meeting and Energy Systems Exposition, New York, N.Y., Nov. 27-Dec. 1, 1966, Paper 66-WA/MGT-18. 9 p.
Members, \$0.75; nonmembers, \$1.50.

The ancillary benefits derived from use of an automated R and D resources allocation system are described, prefaced by a brief description of the system itself. The use of the system as an aid to management of a large Air Force R and D laboratory with a wide range of technical responsibilities is outlined. The several resultant benefits, exclusive of those related to resources allocation, are delineated and are shown to range from technical program data retrieval to vastly more knowledgeable planning at the task engineer level. These side benefits are concluded to be equally as useful to management as the basic system itself, which was designed originally only to be an aid to resources allocation.

(Author)

A66-35534

INDEPENDENT RESEARCH MANAGEMENT.

R. J. McNair and F. C. Shadley (Avco Corp., New York, N.Y.).

IN: NAECON/66; PROCEEDINGS OF THE ANNUAL NATIONAL AEROSPACE ELECTRONICS CONFERENCE, 18TH, DAYTON, OHIO, MAY 16-18, 1966. TECHNICAL PAPERS. [A66-35501 19-21]
Conference sponsored by the Dayton Section of the Institute of Electrical and Electronics Engineers.

Dayton, Ohio, Institute of Electrical and Electronics Engineers, 1966, p. 343-345.

Study of the management approach used by Avco Corporation, Electronics Division, to implement and manage its independent research effort. There, the independent research effort is defense-oriented and centers on communication and IR technologies. Factors discussed include experience, personnel, facilities, and available funding.

M.F.

A66-28435

CAPABILITY MANAGEMENT - AN APPROACH TO SELLING RESEARCH AND DEVELOPMENT.

Salvatore F. Divita (International Business Machines Corp., Federal Systems Div., Washington, D.C.).

IN: THE CHALLENGE OF SPACE; PROCEEDINGS OF THE THIRD SPACE CONGRESS, COCOA BEACH, FLA., MARCH 7-10, 1966. [A66-28401 14-30]

Congress sponsored by the Canaveral Council of Technical Societies. Cocoa Beach, Fla., Canaveral Council of Technical Societies, 1966, p. 427-432.

Review of the current approach to selling research and development (R and D) and an attempt to relate it to the workings of related marketing areas. Some fundamental shortcomings of the current practice are pointed out, and a new approach is suggested to the problem. A new concept is introduced in the approach to marketing R and D capabilities to the defense/space market which is based primarily on establishing capability managers as the focal point of the managing function. It is suggested that this is only one of the several new concepts that are needed to meet the challenges of marketing.

B.B.

A66-26033

EVALUATING R&D EFFECTIVENESS.

George T. Buck (USAF, Systems Command, Research and Technology Div., Flight Dynamics Laboratory, Wright-Patterson AFB, Ohio).

Astronautics and Aeronautics, vol. 4, Apr. 1966, p. 86-88.

Description of a program (called RDE) for evaluating the effectiveness of research and development programs. The program, which uses analog computer methods, was developed at the Air Force Flight Dynamics Laboratory (AFFDL). The ways in which RDE is used at AFFDL to help determine the allocation of resources to various R&D projects is outlined.

R.A.F.

A66-19461**AN APPROACH TO RESEARCH AND DEVELOPMENT EFFECTIVENESS.**

A. B. Nutt (USAF, Systems Command, Research and Technology Div., Flight Dynamics Laboratory, Wright-Patterson AFB, Ohio). (NATIONAL AEROSPACE ELECTRONICS CONFERENCE, 17TH, DAYTON, OHIO, MAY 10-12, 1965, PROCEEDINGS, p. 339-345.) IEEE Transactions on Engineering Management, vol. EM-12, Sept. 1965, p. 103-112. 5 refs.

[For abstract see issue 18, page 2724, Accession no. A65-29270]

A65-29270 #**AN APPROACH TO RESEARCH AND DEVELOPMENT EFFECTIVENESS.**

A. B. Nutt (USAF, Systems Command, Research and Technology Div., Flight Dynamics Laboratory, Wright-Patterson AFB, Ohio). IN: NATIONAL AEROSPACE ELECTRONICS CONFERENCE, 17TH, DAYTON, OHIO, MAY 10-12, 1965, PROCEEDINGS. [A65-29228 18-09]

Conference sponsored by the Professional Group on Aerospace and Navigational Electronics, Dayton Section of the Institute of Electrical and Electronics Engineers, and American Institute of Aeronautics and Astronautics.

Dayton, Institute of Electrical and Electronics Engineers, Dayton Section, 1965, p. 339-345. 5 refs.

Description of the Research and Development Effectiveness (RDE) computerized planning program, designed to utilize analytical techniques in the management of research and development resources in the Air Force Flight Dynamics Laboratory. The concept of a mission matrix, expressing the technical needs of the Air Force, is introduced, and the mathematical model of the RDE program is developed.

S.H.B.

A65-24155 #**SCOPE - MANAGEMENT VISIBILITY AND CONTROL SYSTEM.**

W. Hochwald, W. D. Ashcraft, and B. U. Miller (North American Aviation, Inc., Autonetics Div., Anaheim, Calif.). IN: NATIONAL AEROSPACE ELECTRONICS CONFERENCE, DAYTON, OHIO, MAY 11-13, 1964, PROCEEDINGS. [A65-24101 13-09]

Conference sponsored by the Professional Group on Aerospace and Navigational Electronics, Dayton Section of the Institute of Electrical and Electronics Engineers, and American Institute of Aeronautics and Astronautics.

Dayton, Institute of Electrical and Electronics Engineers, Dayton Section, 1964, p. 463-478.

Description of the SCOPE (from Schedule, Cost, and Performance) computer-aided management system for the budget and schedule control of complex research and development programs. The system uses a computer to combine, assess, and summarize information from various organizational levels to provide data which account for the schedule, cost, and performance of all work units. The SCOPE output, in the form of reports, summaries and graphs, enables management to rapidly recognize cost, schedule, and organizational-interface problems. Project summaries are used to indicate where corrective action can be applied both by line supervision and program management.

P.K.

A64-23347**RESEARCH PROJECT SELECTION - TESTING A MODEL IN THE FIELD.**

William H. Pound (Northwestern University, Technological Institute, Dept. of Industrial Engineering and Management Science, Evanston, Ill.).

IEEE Transactions on Engineering Management, vol. EM-11, Mar. 1964, p. 16-22. 7 refs.

Results of a field test of a procedure for evaluating research projects. The procedure, based on what is termed an expected-value model, considers the following decision elements: (1) the environment of the problem, (2) the decision maker, (3) his objectives, and (4) his alternatives. The decision maker's alternatives, in this case a number of potential research projects, are evaluated in the light of his objectives. The result of the procedure is a ranking of potential projects in terms of their expected values.

This procedure was tested in a research laboratory by having four decision makers evaluate a selected list of research projects. The resulting ranking of the projects was found to agree with an intuitive evaluation by the decision makers of the same list of projects. This gives an indication that the expected-value model may be useful in the complex area of research project selection.

A64-23346**THE DETERMINANTS OF INVESTMENT VARIATIONS IN RESEARCH AND DEVELOPMENT.**

Marshall Hall (Wisconsin, University, Dept. of Economics, Madison, Wis.).

IEEE Transactions on Engineering Management, vol. EM-11, Mar. 1964, p. 8-15. 13 refs.

Research supported by the University of Wisconsin.

Presentation and test of a model designed to explain the research and development investment decision of firms. An attempt is made to explain the role of certain variables after isolating other variables that are not specified in the model. Estimates are made of the departure from the desired level of research and development expenditure and the coefficients of important variables that cause deviations from the level. The main variables discussed are profits, sales changes, expected sales changes, and expected capacity changes. The statistical method used to estimate the parameters of the variables is multiple regression analysis. On the basis of the analysis, several hypotheses are proposed and discussed in relation to alternative hypotheses.

A64-23238**LABORATORY MANAGEMENT.**

Charles Cavalconce (Republic Aviation Corp., Power Conversion Div., Farmingdale, N.Y.).

IN: INSTITUTE OF ENVIRONMENTAL SCIENCES, ANNUAL TECHNICAL MEETING, PHILADELPHIA, PA., APRIL 13-15, 1964, PROCEEDINGS.

Mt. Prospect, Ill., Institute of Environmental Sciences, 1964, p. 593-595.

Discussion of the meaning of the concepts of research, development, and test in terms of the activities of an industrial laboratory. The set of tasks which must be carried out regardless of the project served are considered. These tasks which support the laboratory activities are: technical assistance - engineering, activities concerning the equipment, technician assistance, maintenance, and activities concerning the facilities.

A63-18271**MANAGEMENT OF AN INDEPENDENT LABORATORY.**

Alan E. Surosky (General Testing Labs., Moonachie, N.J.).

IN: Institute of Environmental Sciences, 1963 Annual Technical Meeting, Proceedings. Mt. Prospect, Ill., Institute of Environmental Sciences, 1963, p. 95, 96.

Analysis of the problems of managing an independent laboratory in terms of personnel, equipment, scheduling, and establishing of priorities, sales, and economic operation. The differences in operation between an independent laboratory and a government or company laboratory are discussed.

A63-16584**MANAGEMENT OF DEFENSE RESEARCH AND DEVELOPMENT.**

Harold Brown (Dept. of Defense, Office of Defense Research and Engineering, Washington, D.C.). (National Advanced-Technology Management Conference, Proceedings, Seattle, Wash., Sept. 4-7, 1962.)

IN: Science, Technology, and Management. New York, McGraw-Hill Book Co., Inc., 1963, p. 49-60.

Presentation of information concerning the current conduct of DOD research and engineering activities. Management of research in the defense establishment is studied. It is shown that management provides the broad environmental influences wherein scientific programs can take place and technical decisions can be made which

culminate in major scientific breakthroughs. It is suggested that management should not restrict creative ideas in the initial stages of a program, but should provide wide latitude for research and experimentation. However, it is pointed out that this process of maintaining flexibility and a number of avenues cannot continue through the later processes of engineering and development. At these stages, objectives have to be clearly defined and parameters established; the decision-making process is then more clearly defined. The current problems of the DOD in performing its functions are reviewed, and the actual management of the Office of Defense Research and Engineering program is discussed in detail.

M4 MANAGEMENT TOOLS & TECHNIQUES

A67-43019

COMPUTER AIDS TO ENGINEERING MANAGEMENT AND DESIGN - A MANAGER'S VIEW.

Fred W. Maxwell (Boeing Co., Aerospace Group, Missile and Information Systems Div., Seattle, Wash.).

American Institute of Aeronautics and Astronautics, Annual Meeting and Technical Display, 4th, Anaheim, Calif., Oct. 23-27, 1967, Paper 67-920, 9 p.

Members, \$1.00; nonmembers, \$1.50.

Description of an AGM-69A (an air-to-surface missile system) program-management system using a CRT display which translates PERT/Time and Cost Control data directly from computer storage into program-control displays. Thus the need for manual handling of the data and preparation of graphic illustrations is eliminated. This system has been given the acronyms COACH, for computer-aided chartroom, and IMPACT, for instantaneous method for predicting, appraising, communicating, and tracking. A technical description of the system, the operation of the system, the application of the system to the AGM-69A program, and the lessons learned to date regarding the use of the system are given - from a manager's point of view. P.v.T.

A67-42966

ANALYSIS AND COMPARISON OF SPACECRAFT RESOURCES FORECASTING TECHNIQUES FOR UNMANNED MISSIONS.

Sanford L. Rosing (Martin Marietta Corp., Friendship International Airport, Md.) and William J. Burnsall (Martin Marietta Corp., Martin Co., Denver, Colo.).

American Institute of Aeronautics and Astronautics, Annual Meeting and Technical Display, 4th, Anaheim, Calif., Oct. 23-27, 1967, Paper 67-809, 16 p. 41 refs.

Members, \$1.00; nonmembers, \$1.50.

Review of existing resource-predicting techniques for making effective decisions in marketing and facility planning of future space programs in connection with a forthcoming tougher evaluation of future space programs by the Executive Branch and Congress in terms of priority shifts and low confidence in cost-forecasting precision. Selected techniques are compared and evaluated for Mariner C and Voyager with emphasis on proposed program-resource forecasting against expenditure estimates for a program underway. The impact of new technology not specifically reflected in these techniques, such as increasing complexity of experiments, long-life reliability, and sterilization, on the forecasting precision is discussed. V.Z.

A67-34671

SPECIFICATION TREES - A TOOL FOR MANAGEMENT.

Charles K. Murtaugh (General Electric Co., Missile and Space Div., Re-Entry Systems Dept., Philadelphia, Pa.).

IN: ANNALS OF RELIABILITY AND MAINTAINABILITY; ANNUAL RELIABILITY AND MAINTAINABILITY CONFERENCE, 6TH, COCOA BEACH, FLA., JULY 17-19, 1967, PROCEEDINGS. VOLUME 6 - ALL SYSTEMS GO? [A67-34648 18-15]

Conference sponsored by the Society of Automotive Engineers, the American Society of Mechanical Engineers, and the American Institute of Aeronautics and Astronautics.

New York, Society of Automotive Engineers, Inc., 1967, p. 322-330.

Discussion of a Specification Tree - a pictorial presentation of the interrelationship of requirement documents, specifications, and standards applicable to a particular program. Its purpose as a management tool consists in (1) providing a basis for technical management of Hardware and Software control, (2) forming a part of the Program Work Package Structure for Earned Value administration and control, (3) serving as a ready-reference document for procuring agency and contractor personnel, and (4) portraying pictorially the effect of decisions on the configuration and data requirements for the Contract End Items. Diagrams of specification tree samples are included. (Author)

A67-33635

HYBRID SIMULATORS - INDISPENSABLE FOR SYSTEMS MANAGEMENT [HYBRIDSIMULATOREN UNERLÄSSLICH FÜR DIE SYSTEM-FÜHRUNG].

Eveline Gottzein (Bölkow GmbH, Ottobrunn, West Germany).

Bölkow-WMD/SIAT Report, May 1967, p. 10-19. In German.

Discussion of hybrid simulators, with description of a large unit which has been in operation for some time at Bölkow GmbH mainly for aerospace and military programs. It consists of analog-computer units with a total of approximately 1200 operational amplifiers, two digital computers adapted to the special requirements of hybrid computation, and the interface units for handling the data flow between analog- and digital-computer elements. The necessity of such units for planning and accomplishing large-scale programs is shown. Examples are taken from the development of the third stage of the Europa 1 launch vehicle. F.R.L.

A67-33634

PERT - A PLANNING METHOD [PERT - EIN PLANUNGSVERFAHREN].

Ekkehard Schmid (Bölkow GmbH, Ottobrunn, West Germany).

Bölkow-WMD/SIAT Report, May 1967, p. 7-9. In German.

Discussion of the PERT (Program Evaluation and Review Technique) planning method, the primary objective of which is to give project management a simple means for controlling the project with respect to time in order to accomplish a task with a known capacity in the shortest possible time. The project being planned is first described by a model, in order to ensure that at any moment the method supplies information on the state of the project and on the chances for future development and that it is always possible to determine the influences of possible decisions and of new events on the further progress of the project with the greatest possible accuracy. A PERT method is described in detail. F.R.L.

A67-30223

THE USE OF CRITICAL PATH ANALYSIS METHODS IN THE EUROPEAN SPACE VEHICLE LAUNCHER DEVELOPMENT ORGANISATION.

I. Stevenson (European Space Vehicle Launcher Development Organisation, Central Planning and Progressing Service, Paris, France).

IN: INTERNATIONAL COMPUTERS AND TABULATORS, NETWORK PLANNING USERS CONFERENCE, LONDON, ENGLAND, JUNE 8, 1967, PAPERS. [A67-30221 15-34]

London, International Computers and Tabulators, Ltd., 1967, p. 43-53.

Outline of the Critical Path Analysis system (CPA), a project control system based on network techniques which has been adopted by ELDO to coordinate the separate development programs of its Member States into an overall plan. This plan should (1) provide an effective overall planning method, a common progress-reporting routine, and a timely informed project management at all levels, and (2) be easy to introduce, compatible with systems used by individual Member States, and understandable at all levels of management. V.Z.

A67-24655

PRACTICAL APPLICATIONS OF PLANNING DEVELOPMENT PROGRAMMES AND NEW MANAGEMENT TECHNIQUES.

G. P. Dollimore (Hunting Engineering, Ltd., Luton, Beds., England).

(Symposium on Management, London, England, Mar. 2, 1966, Paper.)

Royal Aeronautical Society, Journal, vol. 71, Mar. 1967, p. 193-201. 6 refs.

Investigation of the management methods used in the development of an item of military equipment to be used with a range of aircraft. It is concluded that the relatively simple management methods selected as a basis for the experiments have proved themselves sufficiently useful to be employed with confidence on similar developments.

B. B.

A67-17246

QERT.

Virgil Rehg (Ohio State University, Defense Management Center, Columbus, Ohio).

IN: ANNUAL TECHNICAL CONFERENCE TRANSACTIONS 1966; AMERICAN SOCIETY FOR QUALITY CONTROL, ANNUAL TECHNICAL CONFERENCE, 20TH, NEW YORK, N.Y., JUNE 1-3, 1966, TRANSACTIONS. [A67-17240 05-15]

Milwaukee, American Society for Quality Control, Inc., 1966, p. 107-114.

Description of the quality evaluation review technique (QERT) which provides a manager with a tool for facilitating program planning and scheduling. It makes use of a graphic network which allows the manager to see quickly the status of the program. Ways of using this technique for quality improvement are discussed.

M. F.

A67-14498

STRATEGIC VERSUS TACTICAL PLANNING IN MODERN BUSINESS.

H. R. Headley (Radio Corporation of America, Defense Electronic Products, Missile and Surface Radar Div., Moorestown, N.J.).

IN: RADAR, RANGE INSTRUMENTATION AND MEASUREMENT SYSTEMS.

Camden, N.J., Radio Corporation of America, 1966, p. 2-5.

Summary of efforts to date in the application of an advanced feedback-system simulation technique as a strategic planning discipline. The results of an extensive parameter-sensitivity analysis are presented, and the utility of simulation is evaluated.

M. F.

A67-14256

THE MONTE CARLO METHOD: THE METHOD OF STATISTICAL TRIALS.

N. P. Buslenko, D. I. Golenko, Iu. A. Schreider, I. M. Sobol', and V. G. Sragovich.

(Translation of Metod Statisticheskikh Ispytanii - Metod Monte-Karlo, Moscow, Fizmatgiz, 1962).

Edited by Iu. A. Shreider.

Oxford and New York, Pergamon Press (International Series of Monographs in Pure and Applied Mathematics. Volume 87), 1966. 381 p.

\$12.50.

This book gives an explanation of the basic features of the method of statistical trials (the Monte Carlo method) and considers typical examples of its application to simple problems in computational mathematics. A detailed study of the computation of multi-dimensional integrals is presented, a variety of examples of statistical modeling is analyzed, and the accuracy of the computations is investigated. The applications of the Monte Carlo method in those branches of physics and technology where it has been widely and successfully used are reviewed. The applications of the Monte Carlo method to the investigation of servicing processes are developed. This branch is concerned with the simulation of complex systems of control and operations research. Methods are considered for organizing statistical experiments on universal digital computers.

M. F.

A66-37972 #

SYSTEM ANALYSIS - A MANAGEMENT TOOL.

William F. Stevens (USAF, Systems Command, Andrews AFB, Washington, D.C.).

IN: ANNALS OF RELIABILITY AND MAINTAINABILITY. VOLUME 5 - ACHIEVING SYSTEM EFFECTIVENESS; ANNUAL RELIABILITY AND MAINTAINABILITY CONFERENCE, 5TH, NEW YORK, N.Y., JULY 18-20, 1965, PAPERS. [A66-37879 20-15]

Conference sponsored by the American Institute of Aeronautics and Astronautics, the Society of Automotive Engineers, and the American Society of Mechanical Engineers.

New York, American Institute of Aeronautics and Astronautics, 1966, p. 944-947.

Discussion of system analysis as a management tool and of its application in aviation. Certain basic inputs are necessary in order to properly simulate aircraft operation. These inputs fall into three categories: system's characteristics, mission requirements, and maintenance and operational factors. The outputs discussed include mission success rates, downtime, availability, utilization rate, maintenance manhours, and space requirements.

M. F.

A66-33947

THE MANAGEMENT OF COST REDUCTION - METHOD OR MYTH?

H. Davies (Thiokol Chemical Corp., Reaction Motors Div., Denville, N.J.).

Royal Aeronautical Society, Journal, vol. 70, June 1966, p. 639-648. 15 refs.

Examination of the general framework of business profitability and review of a number of the possibilities for practical cost reduction within the field of the aerospace industry. The business profitability model is described and cost effectiveness is studied. The U.S. Department of Defense cost reduction program is reviewed. Possible approaches to cost reduction are reviewed including program management and control, design and process cost studies, value analysis, competitive purchasing, operational research, the statistical design of experiments, operations auditing, natural productivity increases, investment analysis, and zero defects.

M. F.

A66-31739

SYSTEMS AND SIMULATION.

D. N. Chorafas.

New York, Academic Press, Inc., 1965. 503 p. \$14.50.

A fundamental study of the theory and application of mathematical simulation in man-made systems, this book begins with mathematical abstraction, the establishment of simulation studies, and the development and use of mathematical models. It contains practical information on writing and testing equations and the collection and analysis of data for systems. After specific case studies in industrial systems, military operations, traffic and cargo problems, and in hydraulic applications, the book concludes with the supplementary use of analog media in scientific investigation.

M. F.

A66-23833

AN INTEGRATED COMPUTER SYSTEM FOR ENGINEERING PROBLEM SOLVING.

Daniel Roos (Massachusetts Institute of Technology, Dept. of Civil Engineering, Cambridge, Mass.).

IN: AMERICAN FEDERATION OF INFORMATION PROCESSING SOCIETIES, 1965 FALL JOINT COMPUTER CONFERENCE, LAS VEGAS, NEV., NOVEMBER 1965, PROCEEDINGS. VOLUME 27 - PART I. [A66-23824 12-08]

Washington, D.C., Spartan Books, 1965, p. 423-433. 13 refs.

Description of a modular computer system designed to enable the engineer to easily communicate and interact with the computer. The programmer uses the ICETRAN (ICES-FORTRAN) programming language to develop and modify the necessary components of the system. Dynamic memory allocation, alternate data structures and data transfer and management facilities are available to the programmer. It is noted that these features combine to make ICES an integrated computer system for total civil engineering problem solving.

M. M.

A66-23439 #**COST EFFECTIVENESS.**

G. R. Herd (Kaman Aircraft Corp., Bloomfield, Conn.).
IN: ELECTRONIC INDUSTRIES ASSOCIATION, CONFERENCE
ON SYSTEMS EFFECTIVENESS, 1ST, WASHINGTON, D.C.,
OCTOBER 19, 20, 1965, PROCEEDINGS. [A66-23434 11-34]
Washington, D.C., Electronic Industries Association, 1965,
p. 78-85.

The paper discusses cost effectiveness as an analytical tool for engineering and management. It identifies the tasks and inputs that should be included in an analysis. Cost data are discussed as well as the risks and uncertainties involved in the costing. The cautions and limitations involved in interpreting and implementing the results are presented along with the benefits of the approach. Simple examples are used to illustrate the various ideas. (Author)

A66-23060 #**VALUE ANALYSIS AS A WORKING TOOL.**

H. Davies (Thiokol Chemical Corp., Reaction Motors Div., Den-
ville, N. J.).

Chartered Mechanical Engineer, vol. 13, Feb. 1966, p. 60-64. 7 refs.

Review of value analysis as a management technique that results in cost reduction. The example discussed is the application of the technique to the production of the Bullpup A and B missiles, both of which were already in service when the technique was applied. It is shown that in the case of production programs which are contracted out on a successive basis, value analysis provides an effective tool for improving competitive efficiency. The manner of organization of the value analysis technique with respect to existing company structure and departments is explained. The importance of supplier participation is emphasized. Two small components - a pintle (used as a flame holder and turbulence increasing device in the injector area of the combustion chamber) and a small plug - are cited as specific examples where the technique permitted significant cost reductions. A check on production records shows that value analysis reduces cost without causing any reduction in quality and reliability. M. L.

A66-21321**SIMULATION.**

A. W. Swan (Nova Scotia Technical College, Halifax, Nova Scotia, Canada).

The Engineer, vol. 221, Jan. 28, 1966, p. 170-172.

Discussion of the relatively simple basic principles of simulation which can represent an extremely complex, managing policy. It is noted that a simulation imitates an industrial situation by converting it into a mathematical model and that, whereas it is usually impossible to experiment with an actual situation, to see for example the effect on costs of varying production rates or the effect on stock levels of varying ordering policies, it is possible to experiment as one wishes with a mathematical model, once it has been proved to be an accurate simulation, and arrive at an optimum policy. It is pointed out that one of the most remarkable examples of simulations from industry concerned a textile mill in which the highly complex rules that governed the running of the mill, many of which had become buried in the subconscious minds of the heads of the departments, were converted to a mathematical simulation model which so impressed the managers with its faithful reproduction of policy that they arranged to use it for the basis of their weekly planning meeting. M. M.

A65-34621**SCORING AND PROFITABILITY MODELS FOR EVALUATING AND SELECTING ENGINEERING PROJECTS.**

Burton V. Dean (Case Institute of Technology, Cleveland, Ohio) and Meir J. Nishry (Boeing Co., Seattle, Wash.).
(The Institute of Management Sciences and Operations Research Society of America, National Meeting, Minneapolis, Minn., Oct. 7-9, 1964, Paper.)

Operations Research, vol. 13, July-Aug. 1965, p. 550-569.

Construction of mathematical models yielding solutions for allocating manpower resources to projects. A scoring model is con-

structed and then used to determine the important factors in a profitability model. The significant elements in the decision process are found to be the uncertainty in estimating model-parameter values and the optimal utilization of limited engineering-manpower resources where this uncertainty exists. (Author) A. B. K.

A65-34072 #**APPLICATION OF THE THEORY OF GRAPHS IN THE DESCRIPTION AND ANALYSIS OF INFORMATION-FLOW SCHEMES IN CONTROL SYSTEMS [O PRILOZHENII TEORII GRAFOV DLIYA OPISANIYA I ANALIZA SKHEMY POTOKOV INFORMATSII V UPRAVLIAIUSHCIIKH SISTEMAKH].**

V. L. Epshtein.

Avtomatika i Telemekhanika, vol. 26, Aug. 1965, p. 1403-1409. 6 refs. In Russian.

Description and analysis of information-flow schemes in control systems, using contiguity matrices of information graphs. The properties of this matrix model are considered. A. B. K.

A65-25176**ELEMENTS OF A STRATEGY FOR MAKING MODELS IN LINEAR PROGRAMMING.**

A. Charnes (Northwestern University, Evanston, Ill.) and W. W. Cooper (Carnegie Institute of Technology, Pittsburgh, Pa.).

IN: SYSTEM ENGINEERING HANDBOOK.

Edited by R. E. Machol, W. P. Tanner, Jr., and S. N. Alexander. New York, McGraw-Hill Book Co., 1965, p. 26-1 to 26-30. 44 refs.

A description of the techniques applicable to the construction of models in linear programming, with particular application to management and social science. The need for distinguishing between a problem and the way it might be modeled is stressed, as, for example, in the search for intersections between the wanted solutions of a nonlinear problem and a linear model constructed to deal with it. Model equivalents that can be obtained by effecting various transformations are discussed. These transformations, together with the properties of a constrained optimization, can be used to obtain still further extensions - for example, when obtaining the replacement of a compound objective with a simpler objective, in order to deal with a larger problem in engineering design. Techniques for characterizing the rank of a matrix, applying duality to linear programming, using constrained regressions for algorithmic completion, and extending the simplex method to algorithmic alterations are described. D. P. F.

A65-25151**THE ROLE OF LARGE-SCALE SIMULATION IN THE PROGRAM DEFINITION PHASE ENVIRONMENT - AN EXAMPLE.**

William J. Kenneally (U.S. Army, Electronics Command, Electronics Laboratories, Fort Monmouth, N.J.).

IEEE Transactions on Military Electronics, vol. MIL-9, Apr. 1965, p. 163-171. 33 refs.

Discussion of the role of the government laboratory in the Program Definition Phase (PDP) environment. Emphasis is placed on the dual task of defining the technical boundaries of the problem, and evaluating the PDP reports to select the most acceptable engineering approach. The problem of accomplishing a detailed technical evaluation of several proposed approaches in a short time frame is examined, with the result that a requirement for a better "yardstick" is established. Design decisions leading to the final specification of such a yardstick - the Tactical Avionics System Simulator (TASS) - and a summary of its anticipated capabilities are presented. (Author) V. P.

A65-24537**HOW PERT WAS USED IN MANAGING THE X-20 (DYNA-SOAR) PROGRAM.**

Raymond M. Sadow (USAF, Systems Command, Aeronautical Systems Div., DOD AIMS System Program Office, Program Control Div., Wright-Patterson AFB, Ohio).
(USAF, Aeronautical Systems Division, Science and Engineering Symposium, Wright-Patterson AFB, Ohio, 1963.)

IEEE Transactions on Engineering Management, vol. EM-11, Dec. 1964, p. 138-154. 6 refs.

Description of the method with which the program evaluation review technique (PERT) was developed in the X-20 program and of the manner in which it was used in managing that program. The X-20 System Program Office (SPO), Aeronautical Systems Division (ASD), organized and directed the overall X-20 PERT effort of both government and industry and employed a system of discrete detailed networks which collectively covered the entire program. The data from these reporting networks were computer-integrated into a total program PERT output. The problem of translating voluminous data into meaningful information for management and the development of effective PERT analyses, displays, and indicators are discussed. The operating concepts, atmosphere, and resources necessary for a successful PERT operation, the role of PERT in X-20 contractors' in-house management systems with actual examples, and its uses within the X-20 SPO are also described. Experience of the dynamics of a systems development program and the honest reporting resulting from the X-20 PERT system are presented as unique and advanced aspects of this new management technique. A review of resources required to operate PERT and a summary of the conclusions, contributions, and impact of original work performed in the Dyna-Soar SPO are included. (Author) M.M.

A65-24154

A MULTIPLE-OBJECTIVE CHANCE-CONSTRAINED APPROACH TO COST EFFECTIVENESS.

A. Charnes (Teledyne, Inc.; Northwestern University, Evanston, Ill.), W. W. Cooper (Teledyne, Inc.; Carnegie Institute of Technology, Pittsburgh, Pa.), G. Kozmetsky, and L. Steinman (Teledyne, Inc.).

IN: NATIONAL AEROSPACE ELECTRONICS CONFERENCE, DAYTON, OHIO, MAY 11-13, 1964, PROCEEDINGS. [A65-24101 13-09]

Conference sponsored by the Professional Group on Aerospace and Navigational Electronics, Dayton Section of the Institute of Electrical and Electronics Engineers, and American Institute of Aeronautics and Astronautics.

Dayton, Institute of Electrical and Electronics Engineers, Dayton Section, 1964, p. 454, 455.

Discussion of considerations involved in planning the construction and development of major industrial aerospace facilities. The field of aerospace testing is treated in order to illustrate the problems involved in planning facilities. The competitive situation for companies developing new facilities is reviewed, and guides for aiding the selection and evaluation of new equipment and facilities are discussed. P.K.

A65-23612

PLANNING AND MEASURING TECHNICAL PROGRESS.

J. B. Meyer (General Electric Co., Daytona Beach, Fla.).

IN: NEW DIMENSIONS IN SPACE TECHNOLOGY; SPACE CONGRESS, 2ND, COCOA BEACH, FLA., APRIL 5-7, 1965, PROCEEDINGS. [A65-23599 13-31]

Congress sponsored by the Canaveral Council of Technical Societies. Cocoa Beach, Canaveral Council of Technical Societies, 1965, p. 170-187.

Discussion of a methodology useful to planning and measuring (testing) progress toward the maturity of equipment, including sample visualizations useful to the program manager. The technique discussed provides a thorough assessment of a test program and enables gaps, omissions, or duplications to be easily visualized by a matrix-type approach. It highlights areas of criticality for management and enables resources to be allocated realistically for optimizing demonstrations by test. It also provides a measure of the risk associated with each test (thereby enabling replanning to spread the risk more evenly over a series of tests) and permits management to visualize the contribution of ground and flight tests to that risk. From the assessment described, it appears that other measures of value can be applied to each test as well as the measure of technical value. Modified approaches might include other influences, such as the cost per test, to obtain other parameters for measuring progress toward maturity. D.H.

A65-23611

FUNCTIONAL FLOW DIAGRAMS - A NEW TOOL FOR ENGINEERING MANAGEMENT.

S. R. Hirsch.

IN: NEW DIMENSIONS IN SPACE TECHNOLOGY; SPACE CONGRESS, 2ND, COCOA BEACH, FLA., APRIL 5-7, 1965, PROCEEDINGS. [A65-23599 13-31]

Congress sponsored by the Canaveral Council of Technical Societies. Cocoa Beach, Canaveral Council of Technical Societies, 1965, p. 152-169.

Description of the preparation of functional flow diagrams which can provide technical managers with (1) a rapid comprehensive way of evaluating all the alternatives and the consequences of their decisions on the rest of the system, and (2) a means of assuring that all the requirements are satisfied. The illustrations are typical for a Manned Orbiting Laboratory (MOL) Program. The standard functional flow diagrams, required by AFSCM 375-5 (System Engineering Management Procedures) and prepared for the Titan II and Titan III programs, are of limited value because they tend to lag the conceptual and design efforts. The derivation of the new functional flow diagram - which starts where the traditional type ends - is described in some detail, and illustrations are given. D.H.

A65-22760

PROJECT SCHEDULING - THE SECOND GENERATION.

James J. O'Brien.

Machine Design, vol. 37, Apr. 29, 1965, p. 172-181.

Discussion of major extensions to both PERT and CPM, and of the state of the art of the two similar systems, which are tools for scheduling the design and development work of engineering personnel. Both systems are considered equally good at the prime tasks of planning the logical order of assignments. A network diagram is presented for a prototype air-ground signal unit, demonstrating how PERT and CPM are used. Data are obtained from a computer. PERT-cost and its CPM equivalent, COP (Control of Profit), are defined and discussed. With CPM, expenditure rates can be forecast. An extension to CPM, the Resources Planning and Scheduling Method (RPSM), utilizes a computer to handle resources. Three fictitious line networks designed to optimize manpower on three projects, worked out by RPSM, are presented. A table comparing the various systems is given. It is considered that the extensions of CPM have broader capability than those of PERT. F.R.L.

A65-20691

TECHNIQUES FOR THE APPLICATION OF NETWORK PLANNING IN AIRCRAFT PRODUCTION [SYSTEMATIK ZUR ANWENDUNG DER NETZWERKPLANUNG IM FLUGZEUGBAU].

Alexander Herold (Ernst Heinkel Flugzeugbau GmbH, Munich, West Germany).

Luftfahrttechnik Raumfahrttechnik, vol. 11, Mar. 1965, p. 68-76. In German.

Development of practical guides for the application of the network technique to aircraft design and development. Particular attention is given to a technique of devising networks for the entire working process and extending it to a network system by introducing an arbitrary number of individual networks. A technique for determining individual time plans from the overall time-planning network is proposed. It is shown how changes in the individual time plans and the time plan of the entire working process can be accomplished by making changes in the networks. V.P.

A65-19582

EXPEDITING DESIGN TRADE-OFFS BY USING RELATIVE COST.

Robert T. Smith (Douglas Aircraft Co., Inc., Aircraft Div., Long Beach, Calif.).

IN: ASTME, WESTERN METAL AND TOOL EXPOSITION AND CONFERENCE, LOS ANGELES, CALIF., FEBRUARY 22-26, 1965, COLLECTED PAPERS. [A65-19577 09-15]

Dearborn, American Society of Tool and Manufacturing Engineers, 1965, Paper 666. 8 p.

Illustration of how the use of a relative cost handbook will assist the value-trained designer in evaluating his efforts, using relative cost as a design parameter. It is said that with this handbook the designer will be able to make "rule-of-thumb" cost comparisons for design alternatives which provide the equivalent functions. These costs are not used to measure the efficiency of the shop, but are developed as a means for measuring the cost-effectiveness of a function or design. (Author) A.B.K.

A65-16855

TOOLS OF AIRLINE MANAGEMENT.

J. T. Dymment (Air Canada, Montreal, Canada).

(Royal Aeronautical Society, British Commonwealth Lecture, 20th, London, England, Oct. 15, 1964.)

Royal Aeronautical Society, *Journal*, vol. 69, Jan. 1965, p. 9-24; Discussion, p. 24-26. 6 refs.

Review of some typical modern management tools in the light of increasing competition. Although it is felt that the use of electronic data processing equipment (EDP) can be overdone, it is believed that, when wisely used, EDP can be of tremendous help in enabling management to fulfill its responsibilities and to make good decisions. Many areas where EDP has been used to advantage are reviewed, including processes used for planning, marketing, maintenance, inventory, finance, personnel, and on-line systems such as automatic reservations, teletype switching, etc. Although the examples represent modern airline management techniques, they are also usable by many other industries. Other tools reviewed include a system of customer service measurements to provide management with indicies of the quality of the services it is giving to its customers and an extensive management development program to build an efficient team of managers and supervisors. Where rapidly growing techniques such as Critical Path and PERT can be used, these are also reviewed. (Author) W.M.R.

A65-13346

HOW PERT PAID ITS WAY IN THE C-141A STARLIFTER PROGRAM.

Hans H. Driessnack (USAF, Washington, D.C.).

Armed Forces Management, vol. 11, Dec. 1964, p. 44-46.

Description of the application of the PERT (Program Evaluation and Review Technique) to the management of the Air Force C-141A Starlifter Program. Air Force and Lockheed management personnel used PERT from the proposal stage through the delivery of the hardware to "flag" and isolate problem areas. The manner in which the PERT was implemented and used, enabling the C-141A to be completed and flown on schedule, is discussed. P.K.

A65-12838

RESEARCH AND DEVELOPMENT CAN BE CONTROLLED.

E. C. Soistman (Martin Marietta Corp., Martin Co., Baltimore, Md.).

Society of Automotive Engineers, National Aeronautic and Space Engineering and Manufacturing Meeting, Los Angeles, Calif., Oct. 5-9, 1964, Paper 926A. 7 p.

Members, \$0.75; nonmembers, \$1.00.

Description of a management technique to monitor and control research tasks as to cost and scheduled objectives. An input-output technique used for all projects, hardware, development, study, and research is described, and a typical input-output performance chart is presented. The function of a planner is outlined, whose questioning, monitoring, analyses, and evaluations pinpoint problems and coordinate the actions of the technical and support team. Methods of long-range planning are discussed and illustrated briefly by the development of the Bomber Advanced System. A typical program plan is presented, as is a bid and proposal committee form. M.G.

A65-11942

PERT/PMD-PROJECT MONITORING DEVICE.

E. J. Johnson (System Development Corp., Paramus, N.J.).

IEEE Transactions on Engineering Management, vol. EM-11, June 1964, p. 82-84.

Description of the PERT Project Monitoring Device using the basic networking system of PERT for representation of a schedule.

It is stated, however, that the PMD approach to a network is unlike that of PERT. The PMD uses activities as the basic units of a schedule, rather than the time of occurrence of events as in PERT. The use of this approach leads to the discovery of the fact that a scheduling system could be logically derived with capabilities not found in existing PERT systems. The capabilities that exist in the current model of the PMD are listed. It is pointed out that, because of these added capabilities, the PMD is particularly suitable for research and development projects where a knowledge of all activities necessary to the development of a product may not be available or known at the start of the project. M.M.

A65-11940

NOTES ON THE DEVELOPMENT OF NETWORK MODELS FOR RESOURCE ALLOCATION IN R & D PROJECTS.

Richard S. Rosenbloom (Harvard University, Graduate School of Business Administration, Boston, Mass.).

IEEE Transactions on Engineering Management, vol. EM-11, June 1964, p. 58-63. 29 refs.

Discussion of the extension of PERT and critical path-planning models for the analysis of cost-time tradeoffs and resource allocation. Various scheduling algorithms with and without resource constraints are noted and compared, as reported in the literature. Key assumptions and some practical limitations are analyzed. Recommendations for further research are offered. It is concluded that, in complex projects where more than one efficient duration can be specified for an activity given a constant level of technical performance, and where reasonably good estimates of duration can be made, a network model for analysis of the efficiency and capacity problems ought to serve a useful role in management planning. (Author) M.M.

A65-10915

PERT FOR THE ENGINEER.

Jordan Kadet and Bruce H. Frank (Sylvania Electric Products, Inc., Sylvania Electronic Systems Div., Waltham, Mass.).

IEEE Spectrum, vol. 1, Nov. 1964, p. 131-137.

Application of PERT (Program Evaluation and Review Technique) to modest engineering tasks and projects. It is reported that PERT techniques for planning and control, involving graphic methods and network analysis to depict and analyze a project, can be applied either formally or informally to large and small projects alike. The networking technique is said to be applicable primarily to the "once-through" type of effort typically associated with the development of a system or subsystem. Topics covered include: what PERT is and is not, defining the job, network planning, time estimating, scheduling, day-to-day control, task plan vs project plan, PERT/COST estimating, and the use of computers. D.H.

A65-10517

CONSTRAINED EXTREMIZATION MODELS AND THEIR USE IN DEVELOPING SYSTEM MEASURES.

Abraham Charnes (Northwestern University, Evanston, Ill.) and William W. Cooper (Carnegie Institute of Technology, Pittsburgh, Pa.).

IN: VIEWS ON GENERAL SYSTEMS THEORY; PROCEEDINGS OF THE SECOND SYSTEMS SYMPOSIUM, CASE INSTITUTE OF TECHNOLOGY, CLEVELAND, OHIO, APRIL 1963.

Edited by Mihajlo D. Mesarovic.

New York, John Wiley and Sons, Inc., 1964, p. 61-88. 17 refs.

Development of certain general ideas with reference to special artifacts for securing extensions for constrained optimization models, for certain problems of system design. Ways are considered in which optimizations (extremal principles) might be used for purposes such as generating "equivalences" to do the following: (1) obtaining suitable measures for assessing the performance of a system, and (2) guiding and controlling certain kinds of simulation for system design purposes. The discussion is centered about examples in management planning where these measures are used for evaluating design proposals. It is stated that various artifacts make it possible also to utilize constrained extremization models for systems wherein optimization per se is not an issue. Such models may also be used in additional ways when, for instance, further evaluations are wanted to guide additional alterations in a system by reference to by-product information induced by an optimization principle. M.M.

A65-10378**PRESS - THE POOR MAN'S PERT.**

Stewart F. Paterson (Westinghouse Electric Corp., Electronic Tube Div., Elmira, N.Y.).

Assembly Engineering, vol. 7, Nov. 1964, p. 39-45.

Description of PRESS (Project Review, Evaluation, and Scheduling System), a critical-path technique of project analysis and review. Projects are considered to be made up of jobs (activities) and results (events). A network is drawn up consisting of a series of events, represented by large circles, which are connected by numbered arrows, representing the individual activities. A basic assumption is that an activity has a definite beginning event and a definite ending event. Several activities can originate from the same event. Conversely, one activity may be preceded by several activities. In the determination of the time values for the network calculations, it is assumed that the time to complete any given job or activity is a variable. The pattern of this time variation may be a normal distribution, one that is skewed left or right, or one that is uniform or spiked. These distributions can be approximated by estimating three time values for each activity: expedited time T_x , the shortest practical time in which an activity can be completed; normal time T_n , the most likely time it would take to complete the activity, or the time that would be allotted if only one estimate is required; and pessimistic time T_p , the time it would take to complete the activity if almost everything went wrong. The three estimates are used in conjunction with a nomograph to determine the expected time t_e , the statistical mean or average value of the three estimated times. (It represents the average time that the activity would take if it were repeated many times.) A project with six activities is followed step-by-step to demonstrate the calculations for a critical path network. The network calculations, performed manually (without the aid of a computer) and adaptable to projects ranging from \$1000 to over \$500,000, indicate not only the critical path of the project, but also the amount of slack time or float in each branch of the network. W.M.R.

A64-26705**A NEW MANAGEMENT TOOL - THE OPERATIONAL SIMULATOR [UN NOUVEL APPAREIL DE GESTION - LE SIMULATEUR OPERATIONNEL].**

P. Rousseau (M.B.L.E. Manufacture Belge de Lampes et de Matériel Electronique, S.A., Service Organisation, Méthodes, Temps, Brussels, Belgium).

Revue mble, vol. 7, June 1964, p. 95-134. In French.

Presentation of the principles of the Program Evaluation and Review Task (PERT) method and its application in the resolution of problems of delays, costs, and investments which arise during the performance of all contract tasks. The simulator consists essentially of equipment which can be adjusted in such a way that the relations between physical quantities, which it puts into play (in the regions of hydraulics, optics, mechanics, or electricity) can be related as closely as possible to numerical values characterizing those economic phenomena which are to be studied. Examples are given of how the equipment can be applied to solution of problems arising during a program which involve such factors as reductions in price from the workshops or from subcontractors, cost reductions which involve shorter delay periods, and on what financial conditions such shorter delays could be obtained. F. R. L.

A64-23349**THE DIFFUSION OF NETWORK TECHNIQUES THROUGHOUT GOVERNMENT PUBLICATIONS.**

George Poletti (Sperry Rand Corp., Sperry Gyroscope Co., Great Neck, N.Y.).

(Hofstra University Yearbook of Business, Series I, vol. II, 1963, Chapter V.)

IEEE Transactions on Engineering Management, vol. EM-11, Mar. 1964, p. 43-50. 21 refs.

Investigation of the role of the government in fostering the use of network scheduling and control techniques. Specifically, an analysis is made of the volume, quality, and content of the publications through which information on critical path scheduling techniques, primarily PERT, is made available. The results of this analysis indicate that significant government publications on critical path scheduling did not emerge until two years after its development,

and that then the technique was discussed almost solely in terms of application. PERT is generally discussed as a computerized system used primarily on research and development projects. Insofar as the literature provides an accurate picture of the application of PERT, this study indicates that its use has not been extended beyond the industries that have been forced by the military to use it. A bibliography of relevant government publications is included.

A64-22985**PROJECT CONTROL USING PERT.**

Robert A. Frantz, Jr. and Lloyd B. Nothorn (Western Electric Co., New York, N.Y.).

Electro-Technology, vol. 74, Aug. 1964, p. 87-91. 6 refs.

Discussion of a program management method, developed by the Navy and designated PERT (Program Evaluation and Review Technique), which provides faster information flow, more accurate appraisal of progress, and tighter management control. The method is based on a dependency diagram or symbolic representation of a program of action which depicts all significant events involved. The itemized activity list and a typical PERT network diagram illustrating interrelationships between activities required in the manufacture and testing of a unit of electronic equipment are presented. The effectiveness of the method is evaluated.

A64-16870**MANAGEMENT TECHNIQUES APPLICABLE TO SYSTEMS TEST PROGRAMS.**

Jeremy A. Lifsey (Burroughs Corp., Defense and Space Group, Paoli, Pa.).

IEEE Transactions on Engineering Management, vol. EM-10, Dec. 1963, p. 166-174.

Contracts No. AF 33(600)-40540; No. AF 33(657)-7583.

Presentation of the results of an application of basic management principles to the Airborne Long Range Input (ALRI) test program. The testing involved system integration of airborne electronic sensor and communication equipment with ground electronic data processing and computation equipment. The management of the test program coordinated the efforts of approximately ten industrial subcontractors to comply with requirements and procedures of the Air Force. The methods used to keep all personnel informed of the activities at the site, at the home office, and at the management meetings with the Air Force are discussed. Some of the techniques appear to be simple and obvious, but precisely because of this, they are usually overlooked. Experience has shown that the implementation of these techniques is effective in preventing troublesome situations. Other techniques discussed include the methods of data documentation, the maintenance of administrative records, which are generally regarded as an unnecessary evil and, hence, injudiciously avoided, and the arrangement of schedules to obtain maximum performance and minimal disruption of testing. A listing is provided of those techniques that were considered important in the hope that they will be of use to system managers looking forward to a similar test program.

A64-15227**AN ANALYTICAL STUDY OF THE PERT ASSUMPTIONS.**

Kenneth R. MacCrimmon (Carnegie Institute of Technology, Pittsburgh, Pa.) and Charles A. Ryavec (Michigan, University, Ann Arbor, Mich.).

Operations Research, vol. 12, Jan.-Feb. 1964, p. 16-37. 6 refs. USAF-sponsored research.

Presentation of the results of a mathematical analysis of the standard assumptions used in PERT calculations. The objectives of this analysis were four-fold: (1) to pull together the mathematical aspects of the PERT model, (2) to suggest relevant analytic techniques, (3) to obtain an indication of the magnitude and direction of errors introduced by the assumptions, and (4) to suggest possible modifications and improvements in the model. Analyzed first are those assumptions which are relevant to the individual activities. Three possible sources of error are considered here: (1) the beta distribution assumption, (2) the standard deviation assumption and the approximation formula for the mean, and (3) the imprecise time estimates. Then, the PERT network as a whole is considered and

the calculations underlying the project mean, standard deviation, and probability statements are analyzed. The concept of relative criticalness is explored for the PERT stochastic model. Techniques for network reduction are outlined.

A64-14705

PROJECT COST CONTROL AT RAYTHEON'S WAYLAND LABORATORY.

E. L. Williams and G. A. Wilson (Raytheon Co., Surface Radar and Navigation Operation, Equipment Div., Wayland, Mass.). IEEE Transactions on Engineering Management, vol. EM-10, Sept. 1963, p. 138-149.

Description of the development and implementation of the Project Cost Control system, to assist those who wish to install such a system in their organizations. Included in the discussion are: (1) the definitions of responsibility and authority required to make the system work; (2) the roles and interrelationships of the controller, line management, and project management; (3) the requirement for, and methods of, dividing projects into manageable pieces both in terms of size and of time; (4) the paperwork required for documentation of data inputs and outputs; and (5) the interpretation of reports in terms of project, organization, and individual performance.

A64-14703

AN APPLICATION OF A NETWORK FLOW MODEL TO PERSONNEL PLANNING.

William Gorham (Department of Defense, Washington, D. C.). IEEE Transactions on Engineering Management, vol. EM-10, Sept. 1963, p. 113-123. 5 refs. Contract No. AF 49(368)-700.

Application of a network flow model to the problem of choosing the best pattern of training and retraining activities, undertaken to insure that properly trained personnel are available when and where needed at minimum cost. The nodes of the flow model represent individual specialties in specific time periods, and the links represent all potential training and retraining flows (and all non-training flows and intraspecialty movement as well). By using one node for each specialty in each time period, a dynamic flow is simulated by a static network. The problem emphasized is the maximization of the achievement of requirements. The solution yields the set of flows over nontraining, training, and retraining links which maximizes the aggregate value of the network, the set of flows which results in the best match of expected available manpower to projected requirements.

A64-11217

MONTE CARLO METHODS AND THE PERT PROBLEM.

Richard M. Van Slyke (California, University, Berkeley, Calif.). Operations Research, vol. 11, Sept.-Oct. 1963, p. 839-860. 13 refs. Contract No. Nonr-222(83).

Presentation of the results of a Monte Carlo simulation of PERT networks. The concept of using Monte Carlo methods to give solutions to PERT problems under less restrictive assumptions is discussed. Results are given for the accuracy obtainable, for the computing time required and devices for reducing computation are developed. A "criticality" index is defined for each activity. This index is simply the probability that the activity will be on the critical path. The ramifications and uses of this parameter, which is not available using current techniques, are developed.

A63-26012

THE PROGRESS FUNCTION IN THE AEROSPACE INDUSTRY - A HISTORICAL ANALYSIS.

Robert P. Zieke (Aerospace Corp., San Bernardino, Calif.). IEEE Transactions on Engineering Management, vol. EM-10, June 1963, p. 74-86. 109 refs.

Study of the development and use of the progress function by aerospace companies. The progress function is a predictive model developed by the airframe industry in the 1930's. It is also called the "improvement curve" or the "learning curve." It reflects the relationship between gross production output and the effect required

to produce each unit of production. The history of these curves in the airframe industry is reviewed. Modifications of the basic functions are examined. Seven major uses of progress curves by the aerospace industry are in (1) cost estimates, (2) scheduling, (3) efficiency comparisons, (4) procurement and subcontracting, (5) facilities planning, (6) personnel planning, and (7) long-range planning. An evaluation is made of current usage.

A63-23238

MANAGEMENT CONTROL AND MONITORING TECHNIQUES.

J. T. Molieri (RCA, Defense Electronic Products, Aerospace Communications and Controls Division, Camden, N. J.). Institute of Electrical and Electronics Engineers, International Conference and Exhibit on Aerospace Support, Washington, D. C., Aug. 4-9, 1963. IEEE Transactions on Aerospace, vol. AS-1, Aug. 1963, p. 251-259.

Discussion of management control and monitoring techniques in terms of policy determination and operation philosophy. Application of these techniques is a self-imposed discipline that extends to all activities in the Engineering Department in a uniform manner and ensures proper "control awareness" by engineers and engineering supervision. A significant feature of the technique is the ready availability of data on performance of time, cost, and technical accomplishments on a recurring basis for all programs.

A63-10806

PERT IN THE DYNA-SOAR.

Theodore L. Senecal and Raymond M. Sadow (USAF, Systems Command, Aeronautical Systems Div., Dyna-Soar System Program, Wright-Patterson AFB, Dayton, Ohio). Aerospace Management, vol. 5, Dec. 1962, p. 18-23.

General discussion of the advantages of Program Evaluation and Technical Review (PERT) as a valid management technique in the Dyna-Soar program.

A63-10177

GRAPHIC PERT/COST MILESTONE REPORTING.

R. K. Swim (North American Aviation, Inc.). Society of Automotive Engineers, National Aerospace Engineering & Manufacturing Meeting, Los Angeles, Calif., Oct. 8-12, 1962, Paper 576D. 3 p.

Description of a simple, direct, and flexible system of associating costs with program milestones. This system, the PERT milestone system, provides a basis for summarization of PERT schedule data for various levels of management, from the detail components through the weapon system levels. The concept of the system is described along with its application.

M5 PERSONNEL MANAGEMENT

A67-34342

THE IMPACT OF MICROELECTRONICS ON THE UTILIZATION AND TRAINING OF MAINTENANCE PERSONNEL.

Douglas H. Harris (North American Aviation, Inc., Autonetics Div., Anaheim, Calif.). Human Factors, vol. 9, Apr. 1967, p. 161-174. 9 refs.

Investigation of the impact of microelectronics on maintenance personnel and on training and organizational requirements. Micro-electronic functional equivalents are defined for two operational systems: (1) a ship's inertial navigation system, and (2) a torpedo guidance system. The maintenance personnel and the training and organizational requirements of the microelectronic and existing configurations are compared by means of maintenance-burden analyses. It is found that microelectronics reduce the amount of maintenance required by the ship's inertial navigation system by 84% and the amount required by the torpedo guidance system by 18%, under existing maintenance philosophies. M.M.

A67-15334 #**GROUP FORCES - RESISTANCE OR COUNTERPART TO ADP SYSTEMS DESIGN.**

John Badin, Jr. (USAF, Systems Command, Andrews AFB, Washington, D.C.).

American Society of Mechanical Engineers, Winter Annual Meeting and Energy Systems Exposition, New York, N.Y., Nov. 27-Dec. 1, 1966, Paper 66-WA/MGT-10, 6 p., 9 refs.

Members, \$0.75; nonmembers, \$1.50.

Discussion of the group dynamics approach that encompasses long-range personnel planning and use of the group as participants and contributors to the evolving system as a means of improving the effectiveness of studies and the utilization of the developed system. Resistance to change is examined as an aspect of the environment that confronts the planning, conversion, and management of automatic data-processing systems. It is emphasized that personal attitudes of line and staff personnel that result from fear of job dislocation or loss, as well as of understanding of unit or organization mission objectives, can seriously affect the results of the feasibility study and cause overdevelopment or underdevelopment of systems design.

S.Z.

A66-10117**MEASUREMENT AND PREDICTION OF HUMAN PERFORMANCE AS A QUANTITATIVE FACTOR IN SYSTEM EFFECTIVENESS.**

Wilton P. Chase (Space Technology Laboratories, Inc., Redondo Beach, Calif.).

IN: ANNALS OF RELIABILITY AND MAINTAINABILITY; ANNUAL RELIABILITY AND MAINTAINABILITY CONFERENCE, 4TH, LOS ANGELES, CALIF., JULY 28-30, 1965. VOLUME 4 - PRACTICAL TECHNIQUES AND APPLICATION. [A66-10048 01-15]

Edited by John de S. Coutinho.

Washington, Spartan Books, Inc., 1965, p. 803-816, 12 refs.

Discussion of the methodologies which must be mastered and actively applied in system development programs to reduce the incidence of human error and, consequently, increase the reliability of human performance in system performance. Tables show the following: (1) summary of factors to be considered in allocating functional decisions requirements to equipment and personnel, (2) summary of progressive methodological approaches in system development, and their significance for human error prediction, and (3) summary of general orientation toward system management by government procuring agencies and their engineering contractors, and requirements to implement an overall change of viewpoints by 1975.

M.M.

M6 URBAN MANAGEMENT

No abstracts in this issue

M7 MANAGEMENT POLICY & PHILOSOPHY**A67-29669****THE STATE OF THE ART IN MANAGEMENT STUDIES APPLICABLE TO AEROSPACE ACTIVITIES.**

G. P. Dollimore (Hunting Engineering, Ltd., Luton, Beds., England) (Royal Aeronautical Society, Management Studies in the Field of Aeronautics, Symposium, London, England, Feb. 27, 1967, Paper.)

Royal Aeronautical Society, Journal, vol. 71, May 1967, p. 338-340; Discussion, p. 340-342.

Discussion of management methods which are applicable to the aerospace industry. The application of mathematical methods used

in large industrial complexes to aerospace organizations is discussed, and the introduction of integrated information systems into aerospace companies is considered. Problems which arise in project and production management are reviewed. The need for the development of new techniques in the aerospace management field is emphasized in a discussion, and the use of critical path analysis is discussed.

M.F.

A67-29667**THE INITIATION OF PROJECTS.**

B. D. Blackwell (Bristol Siddeley Engines, Ltd., Small Engine Div., Leavesden, Herts., England).

(Royal Aeronautical Society, Management Studies in the Field of Aeronautics, Symposium, London, England, Feb. 27, 1967, Paper.)

Royal Aeronautical Society, Journal, vol. 71, May 1967, p. 330-333; Discussion, p. 333, 334. 7 refs.

Analysis of the scope and scale of a proper Project Initiation Study with particular emphasis on the market, the product (design, cost, and timing), and the resources to market the product. Public relations techniques applicable to an advanced technological product are described, and techniques for cost estimation and cost effectiveness studies at the project initiation stage are treated. Timing strategies for the introduction of an advanced technological product are mentioned, and pricing policies and techniques applicable to advanced technological products are studied.

M.F.

A67-27513**EVOLUTION OF THE SYSTEMS APPROACH.**

C. J. Dorrenbacher (Douglas Aircraft Co., Inc., Missile and Space Systems Div., Santa Monica, Calif.).

IN: SPACE AGE IN FISCAL YEAR 2001; AMERICAN ASTRONAUTICAL SOCIETY, GODDARD MEMORIAL SYMPOSIUM, 4TH, WASHINGTON, D.C., MARCH 15, 16, 1966, PROCEEDINGS. [A67-27501 13-34]

Edited by E. B. Konecni, M. W. Hunter, II, and R. F. Trapp. Tarzana, Calif., American Astronautical Society (AAS Science and Technology Series. Volume 10), 1967, p. 359-383; Discussion, p. 384. 10 refs.

Review of the growth of the "systems approach" in an attempt to predict its future development and its possible application to complex problems of the future. The systems approach may be thought of as the systematic investigation of the research, engineering, and management activities applicable to the utilization of any complex combination of elements for technological or sociological gain. The 1930 to 1950 period is described as an era in which the systems approach was primarily applied to the development cycle. As the application of these techniques grew, it was found that they encompassed both the area of development and applied research; the present period is described as the "research era." A case study for the potential utilization of an orbital research laboratory is presented to illustrate the application of the systems approach in determining research and development objectives and relating these to the benefits to be derived. The extrapolation of these activities to the future indicates that the ability to conduct applied research will exceed economic capability, and therefore, the systems approach must be applied to the sociological as well as the technological disciplines.

T.M.

A67-25742**CHARACTERISTICS AND PROBLEMS OF AEROSPACE COMPANY MANAGEMENT.**

George Schussel.

Journal of the Astronautical Sciences, vol. 14, Jan.-Feb. 1967, p. 27-34. 9 refs.

Discussion of the basic and unique problems of management in aerospace/defense firms. The relationship between aerospace companies and their chief customer, the U.S. government, is discussed in terms of the nature of contracts, governmental financing, profit control, and governmental incentives and (unintentional) disincentives for good company management.

R.B.S.

A66-41047 #**NASA MANAGEMENT AT THE CROSSROADS.**

S. Peter Kaprielyan.

Aerospace Management, vol. 1, Summer 1966, p. 3-11.

Attempt to delineate NASA's management challenge as viewed broadly from top echelon. NASA's budgetary problems are sketched, and managerial successes, challenges, and problems are briefly discussed. The controversy of the incentives system in industrial contracting is reviewed, and the trend toward maximizing competition is stressed.

S. Z.

A66-18551**SCIENCE AND PUBLIC POLICY IN AEROSPACE.**

Edward C. Welsh (National Aeronautics and Space Council, Washington, D.C.).

(Conference on Civilian and Military Uses of Aerospace, New York, N.Y., Jan. 11-14, 1965, Paper.)New York Academy of Sciences, Annals, vol. 134, Nov. 22, 1965, p. 30-33.

Discussion of factors involved in shaping policy with regard to aerospace activity, with emphasis on the role of the scientist in developing this policy. Areas of science and technology which have been aided by aerospace research are reviewed, and the overall benefits to society from aerospace activity are noted. It is suggested that while the scientist must of course provide the information on which policy decisions are to be made, his own judgment on policy is not necessarily more infallible or omniscient than that of the ordinary mortal.

P. K.

A64-19984**RECENT DEVELOPMENTS AFFECTING AEROSPACE MANAGEMENT.**

R. L. Johnson (Douglas Aircraft Co., Inc., Missile and Space Systems Div., Product Development, Santa Monica, Calif.).

American Institute of Aeronautics and Astronautics, Annual Meeting, 1st, Washington, D.C., June 29-July 2, 1964, Paper 64-516, 16 p. 11 refs.

Members, \$0.50; nonmembers, \$1.00.

Discussion of recent developments which have a significant impact on aerospace management. New requirements and procedures are discussed which show that: (1) the project definition phase (PDP) sets the stage for incentives by quantifying the trades between performance alternatives; (2) the PDP sets the stage for reliability, maintainability and value-engineering efforts, by providing specific criteria in these areas; (3) the PDP creates the initial program control plans - i.e., PERT networks, etc.; (4) the contractor performance evaluation (CPE) supplements incentives by evaluating and ultimately rewarding or penalizing nonincentivized performance elements of the development program; (5) in a broad sense, the function of program review and control techniques is to disclose performance results or projected results which threaten non-conformance with the PDP plan; (6) a good weighted-guideline analysis would be based in part on the task and manpower loading analyses of PDP; and (7) the weighted guideline turns to CPE for past performance inputs. A chart illustrates the interdependence of the above events.

A63-16581**SCIENCE, TECHNOLOGY, AND MANAGEMENT: AN OVERVIEW.**

Fremont E. Kast and James E. Rosenzweig (University of Washington, College of Business Administration, Seattle, Wash.).

(National Advanced-Technology Management Conference, Proceedings, Seattle, Wash., Sept. 4-7, 1962.)IN: Science, Technology, and Management, New York, McGraw-Hill Book Co., Inc., 1963, p. 16-30.

Discussion of the relationship between science, technology, and management, particularly in large-scale advanced-technology programs. The evolution of science in Western society is traced, and its pervasiveness is emphasized, with special reference to its impact on the United States. This evolution is measured by the vast increase in expenditures for research and development. The importance of management in the development of science is considered

and the fundamental concept is stressed that scientific achievements and technological advancements are translated into useful products or services through management processes. It is noted that the functions of management have become much more difficult and complex because of advances in science and technology. The program management concept is introduced and defined. Finally, the five basic missions necessary for successful mission accomplishment are discussed: (1) perception of need, (2) design-development, (3) production, (4) delivery-deployment, and (5) utilization.

A63-16580**PLANNING FOR TECHNOLOGY.**

Warren G. Magnuson (U.S. Senate, Washington, D.C.).

(National Advanced-Technology Management Conference, Proceedings, Seattle, Wash., Sept. 4-7, 1962.)IN: Science, Technology, and Management. New York, McGraw-Hill Book Co., Inc., 1963, p. 8-10.

Keynote address emphasizing the growing complexity and confusion of technology. A plea is made for more understanding of science and technology on the part of statesmen and politicians. Cooperation among scientists, engineers, and managers is stressed, but the scientists themselves are urged to learn to manage technology in its applications.

M8 ECONOMICS**A67-35648****THE ECONOMIC CONSIDERATIONS OF SPACE OPERATIONS.**

S. L. Hislop (McDonnell Douglas Corp., St. Louis, Mo.).

IN: PRACTICAL SPACE APPLICATIONS; AMERICAN ASTRONAUTICAL SOCIETY, NATIONAL MEETING, SAN DIEGO, CALIF., FEBRUARY 21-23, 1966, PROCEEDINGS. [A67-35634 19-30]

Edited by L. L. Kavanau.

Washington, American Astronautical Society, Inc.; Sun Valley, Calif., Scholarly Publications, Inc. (Advances in the Astronautical Sciences. Volume 21), 1967, p. 245-267. 9 refs.

Discussion of some of the elements involved in the economics of space operations. Specific applications to operational space costs, both on a recurring and nonrecurring basis, are given. Several factors upon which the proper utilization of cost-effectiveness analysis is based are presented. These include: (1) the identification of the proper parameters; (2) open-mindedness on the part of program planners; and (3) proper utilization of "figures of merit." Other factors, which are the key elements in the identification of economically practical space operations, are also considered. Two preliminary conclusions drawn are: (1) the recovery and reuse of the launch vehicles, in the small spacecraft categories, will not reduce space operational costs significantly; and (2) the spacecraft predominates in the costs of the space operations. Accordingly, the greatest potential for reducing space operational costs involves the recovery and reuse of the spacecraft.

R.B.S.

A65-27269**CURRENT FINANCIAL CONSIDERATIONS IN AIRLINE AIRCRAFT ACQUISITIONS.**

J. P. Mitchell (Chase Manhattan Bank, New York, N.Y.).

Society of Automotive Engineers, National Aeronautic Meeting and Production Forum, Washington, D.C., Apr. 12-15, 1965, Paper 650244, 5 p.

Members, \$0.75; nonmembers, \$1.00.

Appraisal of airline equities by the financial market. Better profits, an improved stock-market image, and the health of the general economy are said to be the outstanding financial considerations today. Other aspects include the benefits of investment tax credits and the continuing opportunity to benefit therefrom, with substantial purchase commitments running into 1968 and 1969. Possibilities of leasing are receiving greater consideration, and the procedure has certain advantages, as well as disadvantages.

Financing assistance by manufacturers is evidence of the strong competition in a buyers' market. A continuing strong economy is considered to be the key to airline realization of potential heavy cash flow adequate to service the sizeable purchase commitments. (Author) F.R.L.

A64-23543

DEFENSE - SPACE MARKET RESEARCH.

Edited by J. Fred Weston.

Cambridge, Mass., MIT Press, 1964. 280 p.

\$6.

A textbook is presented whose formulation is intended to fill the gap between general marketing and market research works and the existing literature on various aspects of the size of the market and certain specific aspects of the weapons procurement process. The volume represents the edited contributions of a large number of people experienced in defense-space market research. Their efforts were brought together by the Electronics Industry Association, and they are listed as text contributors or planning and editorial contributors. The work discusses the nature of the market, market research and planning, and general characteristics of defense-space market research; various aspects of the process of and the organization for defense-space market research, with an appendix giving positions descriptions in two companies; information sources, including a discussion of the link between military planning and defense budgeting, with an appendix giving program element lists; forecasting the market, identifying growth areas, and utilizing information. A list of abbreviations, a glossary, selected references, and an index are presented. The work is intended to provide a basic text for courses in defense-space marketing and economics which should shorten the period required for in-house training programs and expand the supply of persons competent to function effectively in this professional activity.

M9 GENERAL

A67-38215

OBSERVATIONS ON THE MANAGEMENT OF SPACE ELECTRONIC PROGRAMS.

Arthur H. Wulfsberg (Collins Radio Co., Spacecraft Systems Div., Cedar Rapids, Iowa).

Société Française des Electroniciens et des Radioélectriciens, Colloque International sur l'Electronique et l'Espace, Paris, France, Apr. 10-15, 1967, Paper. 7 p.

Discussion of the role of the program manager in the integration of the requirements of a space program. A differentiation is made between the functional or matrix-type organization, in which all program efforts are performed by the company departments, and the project organization, in which essentially all effort is performed by a specially organized project team under the direct supervision of the project manager. The advantages of an organization characterized by integration and employee self-control over one of authoritative direction and control are discussed.

R. B. S.

A67-37619

NATIONAL SPACE PROGRAM PLANNING VIEWPOINT OF EXECUTIVE BRANCH OF FEDERAL GOVERNMENT.

Edward C. Welsh (National Aeronautics and Space Council, Washington, D.C.).

American Institute of Aeronautics and Astronautics, Space Program Issues of the 70's Meeting, Seattle, Wash., Aug. 28-30, 1967, Paper 67-628. 5 p.

Members, \$0.75; nonmembers, \$1.50.

Discussion of problems involved in space planning by the Executive Branch of the Government. It is pointed out that one of the most arduous and time-consuming activities in the entire planning

exercise is the preparation and defense of the budget. Planning in the 1970s, as compared with the 1960s, will have to clear the hurdle of greater competition for the Federal dollar. The coming decade will find substantially more dollars spent on space projects than its predecessor, but they will have to meet the practical tests of benefits and payoffs. Another outstanding feature of the coming decade will be the convergence of aeronautics and astronautics, with the greatest advances in each joining to improve transportation within the earth's atmosphere and out into space. Broad mission objectives for evaluating space programs and considering what should be done in advancing the national interest through space technology are outlined.

M. M.

A67-32218

THE DYNAMICS OF ACCIDENT PREVENTION INFORMATION.

C. O. Miller (Southern California, University, Institute of Aerospace Safety and Management, Los Angeles, Calif.).

(Canadian Aeronautics and Space Institute, American Institute of Aeronautics and Astronautics, and Cornell-Guggenheim Aviation Safety Center, Aviation Safety Meeting, Toronto, Canada, Oct. 31-Nov. 1, 1966, Paper.)

Canadian Aeronautics and Space Journal, vol. 13, June 1967, p. 273-277. 18 refs.

Discussion of the role of recording of accident data and the dynamics of accident-prevention information. Known precedent in accident causation has traditionally been the foundation of accident prevention. Thousands of accidents have occurred from which lessons of the past have been learned. Still, repetitive causal factors are regularly observed. Some of these are undoubtedly due to man's inherent limitations; others result from information lost or degraded during transmission from accident occurrence to prevention of other accidents.

F. R. L.

A67-27506

PLANNING THE TECHNOLOGICAL (R) EVOLUTION.

Joseph E. Karth (U.S. Congress, Washington, D.C.).

IN: SPACE AGE IN FISCAL YEAR 2001; AMERICAN ASTRONAUTICAL SOCIETY, GODDARD MEMORIAL SYMPOSIUM, 4TH, WASHINGTON, D.C., MARCH 15, 16, 1966, PROCEEDINGS. [A67-27501 13-34]

Edited by E. B. Konecni, M. W. Hunter, II, and R. F. Trapp. Tarzana, Calif., American Astronautical Society (AAS Science and Technology Series. Volume 10), 1967, p. 114-132.

Discussion of the planning and decision-making system in the area of science and technology. The results of Congressional hearings on the allocation of funds, and the investigation of the Executive Department's decision-making process on research and development are summarized. The need for frequent, systematic, large-scale surveys and analysis of science and technology is stressed from the present to the future frontiers of knowledge. The possibility of a technological revolution in the sense of a sudden and radical change is explained in contrast to the gradual and relatively peaceful process of evolutionary exchange. The need for planning the evolutionary progress is evident but it must be done with the expectation of revolutionary changes. The creation of a "Hoover-type" commission is urged to undertake a complete review of the relationship between public policy and science and technology.

T. M.

A67-11199

HOW ROLLS-ROYCE USES COMPUTERS.

L. Griffiths (Rolls-Royce, Ltd., Derby, England).

Shell Aviation News, no. 339, 1966, p. 7-9.

Discussion of Rolls-Royce's use of computers in engineering, manufacturing, and marketing operations. The company now has 11 computers in use. The current annual expenditure on computing and data processing within the Aero Division lies between 1-1/2 and 2% of annual turnover. Approximately 600 of the Division's staff are employed directly in this work. The design, manufacture, and checking of compressor blades is a typical computer application.

M. M.

A66-37732**A SELECTED ANNOTATED BIBLIOGRAPHY ON R & D MANAGEMENT.**

L. N. Goslin (Indiana University, Graduate School of Business, Bloomington, Ind.).
 Bloomington, Ind., Indiana University, Graduate School of Business, Bureau of Business Research (Indiana Business Information Bulletin no. 56), 1966. 204 p.
 \$3.25.

A book containing a bibliography on various aspects of R & D management with book abstracts. Among the subjects covered are allocation of resources, budgeting, communication, control, creativity, decision making, economics, evaluation of results, expenditures, motivation, objective, organization, patents, philosophy, planning, project selection, responsibility, strategy and tactics, system, and theory.

V.Z.

A66-24747 #**A TRILLION DOLLAR MARKET.**

Vincent P. Rock (Communications Central, Washington, D.C.).
American Institute of Aeronautics and Astronautics, Communications Satellite Systems Conference, Washington, D.C., May 2-4, 1966, Paper 66-274. 16 p. 7 refs.
 Members, \$0.75; nonmembers, \$1.50.

Examination of three market problems connected with the development of Satellite Educational and Informational Television (SEIT) - what values will foster growth of SEIT, what is the nature of market demand and structure, and what is the role of SEIT in opening up this market. Values which facilitate the growth of the market potential are discussed. The "information system," consisting of the complex of peoples, institutions, and technology through which information is created, is described. The role of the SEIT program is evaluated. The conclusions of experts who reviewed the developmental work on TV for educational purposes are set forth. Advantages of satellite communication are reviewed.

D.P.F.

A65-10717 #**THE GOVERNMENT'S ATTITUDE TOWARD PROFIT.**

Dave W. Lang (NASA, Manned Spacecraft Center, Houston, Tex.).
 IN: AMERICAN INSTITUTE OF AERONAUTICS AND ASTRONAUTICS, AND NASA, MANNED SPACE FLIGHT MEETING, 3RD, HOUSTON, TEX., NOVEMBER 4-6, 1964, TECHNICAL PAPERS (AIAA Publication CP-10).
 New York, American Institute of Aeronautics and Astronautics, 1964, p. 353-355. 7 refs.

Review of changes in Government policies towards profits in the aerospace industry. Shortcomings in cost-plus-fixed-fee contracts are reviewed, and the increasing use of cost-plus-incentive-fee contracts is discussed. The role of competitive pressures in determining profit rates is noted. The incentive contract, with its basic philosophy of reward for good performance and penalty for poor, is concluded to offer the best opportunity for the contractor to achieve higher profits.

P.K.

A64-14706**SELECTED REFERENCES ON PERT AND RELATED TECHNIQUES.**

B. L. Fry (North American Aviation, Inc., Atomics International Div., Management Systems and Evaluation, Canoga Park, Calif.).
 (RAND Corp., Memorandum RM-3074-PR, Feb. 1963.)
IEEE Transactions on Engineering Management, vol. EM-10, Sept. 1963, p. 150, 151.

Bibliography of 50 items selected to demonstrate the scope of material covered in studies of the network-type management control systems. The documents are organized by author, title, author's organization, chronology, and a file number. The bibliography comprises two listings, one indexed by author and one indexed by title.

A63-18274**INFORMATION PROBLEMS OF ENGINEERS IN AN INDUSTRIAL ORGANIZATION.**

Bernard K. Dennis (General Electric Co., Flight Propulsion Div., Cincinnati, Ohio).
 IN: Institute of Environmental Sciences, 1963 Annual Technical Meeting, Proceedings. Mt. Prospect, Ill., Institute of Environmental Sciences, 1963, p. 121-127.

Discussion of the problems encountered in keeping up with research and developments through published technical information. The information problems are summed up as too little and too late. Security restrictions, competitive jealousies, and organizational weaknesses are blamed for the "too little" aspect. The large volume of data, the reliance on traditional methods (which make use of an increasing number of specialized journals and the multiplication of more and more specialized societies), and the multitude of information sources contribute to the "too late" aspect. Suggestions on how the engineer can help solve his own information problems are provided. Recommendations for the establishment of a national technical information center are included.

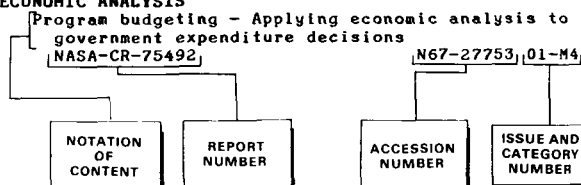
Subject Index

MANAGEMENT / a continuing literature survey

MAY 1968

Typical Subject Index Listing

ECONOMIC ANALYSIS



A Notation of Content, rather than the title of the document, appears under each subject heading; it is listed under several headings to provide multiple access to the subject content. The accession number is located beneath and to the right of the Notation of Content, e.g., N67-12345. Under any one subject heading, the accession numbers are arranged in sequence.

C

CAPABILITY MANAGEMENT

- Capability management in selling research and development to defense/space market
A66-28435 02-M3
- Management for marketing research and development capabilities to defense/space market
N66-36539 02-M3

COMMUNICATION

- Large scale computer based simulations for processing information in large scale operations
TM-1128/100/00 N67-15410 02-M4

CONFIGURATION MANAGEMENT

- Aspects of program phasing, dictating the need for total configuration control in terms of design and data interface and concurrency concept considerations
A63-23260 02-M1
- Project Definition Phase /PDP/ method of contracting, noting system trade-offs among cost, performance and schedules
A64-19731 02-M2
- Developments affecting aerospace management, detailing objectives of Project Definition Phase /PDP/
AIAA PAPER 64-516 A64-19984 02-M7
- NASA and Defense Department space program organization and management with discussion of systems concepts
A65-21357 02-M1
- Value engineering and configuration management in management network for system compatibility and mission success at lowest cost
A66-28436 02-M1
- Configuration management outlining requirements for change identification, control, implementation, etc.
ASME PAPER 66-MD-69 A66-38498 02-M1
- General purpose approach to real time direct access management information systems - AESOP
MTP-33 N66-36541 02-M1
- Configuration management operational procedures, engineering and vendor controls, and inspection and specifications programs
PUBL-2758 N66-87320 02-M1
- Aerospace ground equipment management problems solved by program ensuring proper recognition by contractor and customer management
SAE PAPER 660686 A67-10590 02-M1
- Software configuration management by engineering methods, considering application to Automatic Support Equipment /ASE/ for Saturn S-IVB stage
A67-14221 02-M1
- Configuration management, method for current and

- precise documentation which attempts to assure customer and builder that final hardware is what they agreed on
A67-14424 02-M1
- Management of engineering changes in manufacturing processes to prevent design or systems deficiencies resulting from poor control of changes
A67-21049 02-M1

CONTRACT DEFINITION

- Total value concepts applied in system effectiveness analysis are helping Contract Definition type contracts meet cost effectiveness requirements
A66-34251 02-M2

CONTRACT INCENTIVES

- Incentive contract effect on aerospace programs
AIAA PAPER 64-409 A64-19982 02-M2
- Review of changes in Government policies toward profits in aerospace industry
A65-10717 02-M9
- Department of Defense cost effectiveness analysis effects on industrial management planning
ISA PAPER 20.2-2-64 A65-11307 02-M1
- Procedure for determination of final fee in Cost-Plus-Incentive-Fee /CPIF/ contracts
A65-18723 02-M2
- Evaluation and future of cost effectiveness management
A66-10052 02-M1
- NASA management, budgetary problems, controversy of incentives system, etc.
A66-41047 02-M7
- Research-development and production combined contract with cost and risk-taking considerations
N66-36538 02-M2
- Management of aerospace programs - AAS Conference, University of Missouri, November 1966
A67-27545 02-M1
- Management of aerospace programs, discussing budgeting and contracting procedures
A67-35879 02-M1
- Total package procurement concept
AD-655814 N67-40140 02-M2

CONTRACT MANAGEMENT

- Selected bibliography of contract proposals
LS-BIB-63-6 N64-15674 02-M9
- Integration of management techniques - systems analysis, interface, change control, progress charts, and scheduling
N65-23971 02-M4
- Aerospace ground equipment management problems solved by program ensuring proper recognition by contractor and customer management
SAE PAPER 660686 A67-10590 02-M1
- Interface management of aerospace systems noting associated disciplines, documentation, contractor interrelationships and procuring agencies
AAS PAPER 66-159 A67-20976 02-M1
- Management of aerospace programs - AAS Conference, University of Missouri, November 1966
A67-27545 02-M1
- Management control system for technical, production, financial and contractual management of large scale or technical industry programs
AAS PAPER 67-153 A67-29969 02-M1

CONTRACT NEGOTIATION

- Effect of public law 87-653 on R and D contracts
A63-18030 02-M2
- Procedure for determination of final fee in Cost-Plus-Incentive-Fee /CPIF/ contracts
A65-18723 02-M2

CONTRACTOR SELECTION

- Selected bibliography of contract proposals
LS-BIB-63-6 N64-15674 02-M9
- Evaluation and future of cost effectiveness management
A66-10052 02-M1

COST ANALYSIS

- Description of simple and flexible system of

- associating costs with program milestones
SAE PAPER 576D A63-10177 02-M4
- Administration and organization for data
management of logistics
AD-242853 N63-81003 02-M1
- Project cost control system, defining roles and
interrelationships of controller, line
management and project management, at Raytheon
Wayland Laboratory A64-14705 02-M4
- Program control techniques to assist management
planning, scheduling, performance analysis and
cost control A64-21607 02-M1
- Model designed to explain research and development
decision of firms A64-23346 02-M3
- Program control oriented to systems management
A64-23348 02-M1
- Learning curve theory proposes that as total
quantity of units manufactured doubles, hours
per unit /reflecting cost/ decline at some
constant percentage A64-25355 02-M1
- PERT managerial method principles with
description of operational simulator and
applications to delay, cost and investment
problems A64-26705 02-M4
- Annotated bibliography on long range planning and
technological forecasting
SRB-63-12 N64-22200 02-M9
- Department of Defense cost effectiveness analysis
effects on industrial management planning
ISA PAPER 20.2-2-64 A65-11307 02-M1
- Constrained and unconstrained solutions to
resource allocation in research and development
projects, using PERT/cost model
A65-11940 02-M4
- Operational research techniques applied to
procurement and capital investment programs of
aviation industry A66-10341 02-M1
- Development management and cost control in
British defense economy A66-17487 02-M1
- Cost effectiveness as analytical tool for
engineering and management, noting risks
involved, limitations, benefits, etc
A66-23439 02-M4
- Management problems of large aerospace computer
installation, considering actual costs of change
and aspects of turn-around problem
A66-23831 02-M1
- New concepts in railroad management oriented to
logistics market and return on investment
A66-29801 02-M1
- Data acquisition sources and estimation methods
for costing military systems and operations
TM-04263 N66-20839 02-M4
- Mathematical model for determining costs due to
equipment failure
AD-261062 N66-82755 02-M1
- QUICO handbook - Planning, installation, and use
of quality cost analysis
AD-631090 N66-87127 02-M9
- Aerospace ground equipment management problems
solved by program ensuring proper recognition by
contractor and customer management
SAE PAPER 660686 A67-10590 02-M1
- Cost analysis for large scale development/
production programs
AAS PAPER 66-148 A67-20968 02-M1
- Management methods in military equipment
development to be used with aircraft
A67-24655 02-M4
- Management of aerospace programs - AAS
Conference, University of Missouri, November
1966 A67-27545 02-M1
- Advanced space vehicle planning analyzed from
economic approach to decision making, noting
cost decrease with time A67-29833 02-M1
- Critical Path Analysis /CPA/ system based on
network techniques, coordinating separate
development programs of ELDO member states
A67-30223 02-M4
- Economic considerations of space operations noting
cost identification, program planning, maximum
utilization, etc. A67-35648 02-M8
- Commuter airline planning using systems analysis
to examine technical, managerial, legal and
economic aspects
AIAA PAPER 67-843 A67-42981 02-M1
- Critical path time cost scheduling for research
and development projects
ORNL-4112 N67-33183 02-M3
- Industrial location theory in era of super cargo
aircraft
AD-655695 N67-37187 02-M9
- Data collecting and reporting system for computer
programming cost analysis
TM-3411/000/00 N67-39492 02-M1
- COST-BENEFIT ANALYSIS**
Cost-benefit analysis, an aid to system selection
SP-201 N63-12833 02-M1
- COST EFFECTIVENESS**
Value engineering covering organization, scope,
implementation and application
A64-19725 02-M1
- Project Definition Phase /PDP/ method of
contracting, noting system trade-offs among
cost, performance and schedules
A64-19731 02-M2
- Estimates of cost in fulfillment of computer
programs for command and control systems
A64-21586 02-M1
- Department of Defense cost effectiveness analysis
effects on industrial management planning
ISA PAPER 20.2-2-64 A65-11307 02-M1
- Relative cost handbook for making cost comparisons
for design alternatives which provide equivalent
functions
ASTME PAPER 666 A65-19582 02-M4
- Value control and cost effectiveness for
design A65-23604 02-M1
- Planning construction and development of
industrial aerospace facilities
A65-24154 02-M4
- Engineering symposium on advancement in state-of-
the-art - Cost estimate, economics and
applications
AD-616516 N65-32701 02-M1
- Evaluation and future of cost effectiveness
management A66-10052 02-M1
- Cost effectiveness as analytical tool for
engineering and management, noting risks
involved, limitations, benefits, etc
A66-23439 02-M4
- Value engineering and configuration management in
management network for system compatibility and
mission success at lowest cost
A66-28436 02-M1
- Practical cost reduction possibilities within
aerospace industry A66-33947 02-M4
- Total value concepts applied in system
effectiveness analysis are helping Contract
Definition type contracts meet cost
effectiveness requirements A66-34251 02-M2
- System effectiveness in manned space program
through correct management decisions
A66-37974 02-M1
- Experiment selection process for specific flights
in Apollo Applications Program /AAP/, using
algorithms
AAS PAPER 66-142 A67-20967 02-M1
- Management control system for technical,
production, financial and contractual management
of large scale or technical industry programs
AAS PAPER 67-153 A67-29969 02-M1
- Economic considerations of space operations noting
cost identification, program planning, maximum
utilization, etc. A67-35648 02-M8
- Optimal linear inventory control and first order
exponential smoothing
P-3264-1 N67-10583 02-M1
- Total package procurement concept
AD-655814 N67-40140 02-M2
- COST ESTIMATES**
Description of simple and flexible system of
associating costs with program milestones
SAE PAPER 576D A63-10177 02-M4
- PERT /Program Evaluation and Review
Technique/Planning and control technique for
large and modest engineering tasks
A65-10915 02-M4
- PERT project monitoring device for schedule
production and maintenance A65-11942 02-M4
- Effectiveness of research and development
procurement efforts in field of airborne
targetry
ATL-TR-64-70 N65-86414 02-M3
- Cost factors analysis for computer programming
ESD-TDR-64-448 N66-11547 02-M1
- Data acquisition sources and estimation methods
for costing military systems and operations

SUBJECT INDEX

DATA MANAGEMENT

TM-04263 N66-20839 02-M4
Computer programming management - Transitional
analysis of cost estimation techniques
TM-2712/000/00 N66-29484 02-M4
Equations for estimating costs of computer
program production
TM-2918/000/00 N66-39602 02-M4
Quality Evaluation Review Technique /QERT/ for
management facilitation of program planning and
scheduling, noting time and cost estimation
A67-17246 02-M4
Management of aerospace programs - AAS
Conference, University of Missouri, November
1966 A67-27545 02-M1
Cost estimating techniques for military and NASA
programs, comparing spacecraft resource
forecasting with expenditure estimates
AIAA PAPER 67-809 A67-42966 02-M4
Data collecting and reporting system for computer
programming cost analysis
TM-3411/000/00 N67-39492 02-M1
Management handbook for estimation of computer
programming costs
TM-3225/000/01 N67-84813 02-M1
COST INCENTIVES
Procedure for determination of final fee in Cost-
Plus-Incentive-Fee /CPIF/ contracts
A65-18723 02-M2
COST REDUCTION
Air Force improvement in spares management
through data processing and personnel training
A64-22639 02-M1
Management techniques for computer programming in
command and control systems
SDC-TM-903/00/02 N65-82741 02-M4
Value analysis as cost reduction factor, using
production of Bullpup A and B missiles as
example A66-23060 02-M4
Practical cost reduction possibilities within
aerospace industry A66-33947 02-M4
QUICO handbook - Planning, installation, and use
of quality cost analysis
AD-631090 N66-87127 02-M9
CRITICAL PATH METHOD (CPM)
Critical path scheduling - Bibliography
TID-3568/REV. 1/ N62-16407 02-M9
PROLOG - Computer program for project management
UCRL-10491 N63-11798 02-M1
Bibliography of 50 items demonstrating scope of
material covered in studies of network-type
management control systems A64-14706 02-M9
Federal role in fostering use of network
scheduling and control techniques as revealed in
government publications A64-23349 02-M4
Project COMET - Advanced computer techniques and
management methods
AD-276938 N64-84874 02-M4
PRESS /Project Review, Evaluation and
Scheduling System/Critical path technique of
project analysis and review
A65-10378 02-M4
Management information systems application
problems with reference to PERT/cost systems
ASME PAPER 64-WA/MGT-1 A65-13154 02-M1
Airline management using Electronic Data
Processing /EDP/ and other systems for planning,
inventory, maintenance, automatic reservation,
etc A65-16855 02-M4
Extension and evaluation of PERT and CPM
/Critical Path Method/ as tools for scheduling
design and development work of engineering
personnel A65-22760 02-M4
Schedule, cost and performance /SCOPE/ computer
aided management system for budget and schedule
control of complex programs R and D
A65-24155 02-M3
Critical path planning techniques to produce
network showing project activities - Aid to
management in control of activities and computer
applications
AERE-M-1280 N65-23231 02-M4
Planning and scheduling of design engineering
projects by applying fundamentals of critical
path scheduling without computers
Y-1480 N65-23854 02-M4
Management scheduling and resource allocation
system for UNIVAC LARC Computer
DTMB-1796 N66-17591 02-M4
PERT-C - extension of PERT to multi-project and

functional management
AD-417333 N66-80359 02-M4
Defense procurement procedures and task of project
manager A67-29668 02-M1
Critical Path Analysis /CPA/ system based on
network techniques, coordinating separate
development programs of ELDO member states
A67-30223 02-M4
Survey of Critical Path Method /CPM/ and
Program Evaluation and Review Technique
/PERT/ network planning techniques
DLR-MITT.-66-12 N67-13766 02-M4
Evaluation of critical path method for scheduling
transuranium processing plant
ORNL-3925 N67-21816 02-M4
Bibliography and abstracts on network analysis and
applications in construction and military
operations
TDCK-46624 N67-22969 02-M9
Critical path time cost scheduling for research
and development projects
ORNL-4112 N67-33183 02-M3
Algorithm for divisible activity problem in
critical path analysis for program management
N67-38062 02-M4
CYBERNETICS
Cybernetics and economic management
JPRS-26773 N64-32816 02-M9
Automated operational management of industrial
production processes - conference on cybernetics
N66-24515 02-M1

D

DATA MANAGEMENT
Problems encountered in keeping up with research
and development through published technical
information A63-18274 02-M9
Air Force maintenance technical data system
AMRL-TDR-62-85 N63-10094 02-M1
Administration and organization for data
management of logistics
AD-242853 N63-81003 02-M1
Development and management of computer centered
data base - Conference N64-31033 02-M9
Airline management using Electronic Data
Processing /EDP/ and other systems for planning,
inventory, maintenance, automatic reservation,
etc A65-16855 02-M4
Text on correlation requirements for technical
data for systems engineering and support
A65-19756 02-M1
Theory of graphs in description and analysis of
information-flow schemes in control systems
A65-34072 02-M4
Developing, controlling and packaging approach to
critical element of software schematic noting
mechanical, electrical and hydraulic functions
A66-13798 02-M1
Advanced Data Management computer programming to
provide generalized routines for functions
common to large class of command and management
problems A66-22050 02-M1
Management problems of large aerospace computer
installation, considering actual costs of change
and aspects of turn-around problem
A66-23831 02-M1
Data acquisition sources and estimation methods
for costing military systems and operations
TM-04263 N66-20839 02-M4
Management of contractor data and reports
AFSCM-310-I N66-87880 02-M2
Management of aerospace programs - AAS
Conference, University of Missouri, November
1966 A67-27545 02-M1
A GM-69A program-management system using CRT
display for PERT/Time and Cost Control
data translation
AIAA PAPER 67-920 A67-43019 02-M4
Data processing experience applied to military
management technology
PRC-R-932, VOL. I N67-24975 02-M1
Operational concept and plan for engineering
development of management information system
based on Air Force automatic data processing
experience
PRC-R-932, VOL. III N67-25118 02-M1
Automatic data processing management information
system program activities - data collection and

DATA PROCESSING

SUBJECT INDEX

reduction, experience handbook development, and operational concept and plan development
 PRC-R-932, VOL. II N67-25119 02-M1

DATA PROCESSING

Industrial application of computers, including aerospace system simulation and data retrieval
 A63-20760 02-M1

Air Force maintenance technical data system
 AMRL-TDR-62-85 N63-10094 02-M1

Simscrip - Simulation model for computer program
 RM-3778-PR N63-19347 02-M4

Estimates of cost in fulfillment of computer programs for command and control systems
 A64-21586 02-M1

Development and management of computer centered data base - Conference
 N64-31033 02-M9

Project COMET - Advanced computer techniques and management methods
 AD-276938 N64-84874 02-M4

Schedule, cost and performance /SCOPE/ computer aided management system for budget and schedule control of complex programs R and D
 A65-24155 02-M3

Summary of proposed mathematical programming techniques for management science and operations research
 N65-21145 02-M9

Computer simulation model for organization theory - Initial nucleus structure, building blocks, language, model testing, and relation to empirical data
 TR-8 N65-23091 02-M4

Workshop scheduling or machine loading procedure to minimize completion time, workshop idle time, and average job time - Management planning
 AERE-M-1568 N65-29233 02-M4

Mechanization problems of industrial management
 N65-30279 02-M9

Management techniques for computer programming in command and control systems
 SDC-TM-903/00/02 N65-82741 02-M4

Advanced Data Management computer programming to provide generalized routines for functions common to large class of command and management problems
 A66-22050 02-M1

Management problems of large aerospace computer installation, considering actual costs of change and aspects of turn-around problem
 A66-23831 02-M1

Integrated modular digital computer system for ICETRAN /ICES-FORTRAN/ Programming of engineering problems
 A66-23833 02-M4

Data processing approach for management control of aircraft manufacture
 SAE PAPER 660205 A66-26391 02-M1

Data, mathematical models, and decision in program management
 AD-620172 N66-10809 02-M4

Inventory control under stochastic lead time and stochastic demand
 AD-620921 N66-11335 02-M4

Cost factors analysis for computer programming
 ESD-TDR-64-448 N66-11547 02-M1

Automatic data processing equipment capabilities and impact on management planning and personnel displacement
 RSIC-438 N66-16001 02-M7

Management scheduling and resource allocation system for UNIVAC LARC Computer
 DTMB-1796 N66-17591 02-M4

Schedule analysis procedure for use with time schedule of research and development programs
 TG-397 N66-22554 02-M4

Automated operational management of industrial production processes - conference on cybernetics
 N66-24515 02-M1

Computer programming management - Transitional analysis of cost estimation techniques
 TM-2712/000/00 N66-29484 02-M4

Decision making in broad economic context, and relation to computerization
 SP-2487 N66-33635 02-M1

Equations for estimating costs of computer program production
 TM-2918/000/00 N66-39602 02-M4

Rolls-Royce use of computers in engineering, manufacturing and marketing operations
 A67-11199 02-M9

Book on Monte Carlo method, method of statistical trials
 A67-14256 02-M4

Management control system for technical, production, financial and contractual management of large scale or technical industry programs
 AAS PAPER 67-153 A67-29969 02-M1

Generalizations, extensions, and applications of Von Neumann mathematical model of proportional economic growth
 REPT.-78 N67-20591 02-M8

Application of digital computer control systems in industry
 JPRS-39895 N67-21172 02-M9

Data processing experience applied to military management technology
 PRC-R-932, VOL. I N67-24975 02-M1

Operational concept and plan for engineering development of management information system based on Air Force automatic data processing experience
 PRC-R-932, VOL. III N67-25118 02-M1

Automatic data processing management information system program activities - data collection and reduction, experience handbook development, and operational concept and plan development
 PRC-R-932, VOL. II N67-25119 02-M1

Existing system management techniques adapted to computer programs for system compatibility, design integrity, and technical control
 ESD-TR-67-205 N67-28911 02-M1

Data collecting and reporting system for computer programming cost analysis
 TM-3411/000/00 N67-39492 02-M1

Information systems simulation and modeling techniques, study of large organizations by computers, and environmental simulation for studying human behavior
 N67-80496 02-M4

Management handbook for estimation of computer programming costs
 TM-3225/000/01 N67-84813 02-M1

DECISION MAKING

Book on the methodology of systems engineering, including problems of definition, goal setting, synthesis, analysis and choosing
 A63-13246 02-M1

Problems encountered in the management of Defense Research and Development
 A63-16584 02-M3

Command and control system analysis
 R-RD-1539-TR1 N63-17425 02-M1

Product Administration and Contract Control /PACC/, an integrated data processing system for management control of overall program operation
 AIAA PAPER 64-411 A64-20262 02-M1

Model designed to explain research and development decision of firms
 A64-23346 02-M3

Results of field test of procedure for evaluating research projects
 A64-23347 02-M3

PERT managerial method principles with description of operational simulator and applications to delay, cost and investment problems
 A64-26705 02-M4

PERT - Preparation of programmed instruction for automated training and decision making
 ESD-TDR-63-608 N64-12319 02-M4

Management concepts underlying development of command and control systems in support of decision making and action taking by military organizations
 SP-1174 N64-83865 02-M1

Airline management using Electronic Data Processing /EDP/ and other systems for planning, inventory, maintenance, automatic reservation, etc
 A65-16855 02-M4

NASA and Defense Department space program organization and management with discussion of systems concepts
 A65-21357 02-M1

Program Evaluation Review Technique /PERT/ developed for X-20 program
 A65-24537 02-M4

Bibliography on long range planning in aerospace technology and Defense industry
 LMSC-5-10-65-3 N65-19831 02-M9

Engineering symposium on advancement in state-of-the-art - Cost estimate, economics and applications
 AD-616516 N65-32701 02-M1

Integrated modular digital computer system for ICETRAN /ICES-FORTRAN/ Programming of engineering problems
 A66-23833 02-M4

Factors to be considered in capital equipment and facilities for environmental testing, including

management planning, work load reorientation, etc A66-30441 02-M1
 System effectiveness in manned space program through correct management decisions A66-37974 02-M1
 Data, mathematical models, and decision in program management AD-620172 N66-10809 02-M4
 Decision making in broad economic context, and relation to computerization SP-2487 N66-33635 02-M1
 Management barriers to delegate authority in formal organizations NASA-RP-13 N66-37529 02-M5
 Integrated semiautomatic management system for decision making SP-1175 N66-85827 02-M1
 Planning and decision-making system in technological evolution and revolution A67-27506 02-M9
 Advanced space vehicle planning analyzed from economic approach to decision making, noting cost decrease with time A67-29833 02-M1
 Space project management noting job definition and organization for implementation and control A67-31630 02-M1
 Information retrieval effectiveness based on numerical taxonomy method for evaluating and predicting equipment performance from environmental engineering data FA-R-1847 N67-33913 02-M4
 Organizational behavior and performance prediction in R and D management AD-641423 N67-81120 02-M3
 Operations research for effective program planning of space missions MR-0-120 N67-85872 02-M1

E

ECONOMIC ANALYSIS

Annotated bibliography on long range planning and technological forecasting SRB-63-12 N64-22200 02-M9
 Financial considerations in airline operations noting profits, stock market image, leasing and aircraft acquisitions SAE PAPER 650244 A65-27269 02-M8
 Bibliography on long range planning in aerospace technology and Defense industry LMSC-5-10-65-3 N65-19831 02-M9
 Management planning and economics of aircraft production FTD-TT-63-1121/1+2 N65-82345 02-M9
 Factors to be considered in capital equipment and facilities for environmental testing, including management planning, work load reorientation, etc A66-30441 02-M1
 Social consequences of space activity - Social and economic implications of explorations into space P-3220 N66-12088 02-M9
 Mathematical formulation of simplified production planning model JPRS-33613 N66-15196 02-M4
 Abstracts and bibliographic notes on industrial economics, logistics, personnel, and psychology N66-21177 02-M9
 Program of economic production of goods in multi-sector economy with given amounts of labor for optimization of utility sequences and profits ORC-66-11 N66-29268 02-M8
 Economic considerations of space operations noting cost identification, program planning, maximum utilization, etc. A67-35648 02-M8
 Generalizations, extensions, and applications of Von Neumann mathematical model of proportional economic growth REPT.-78 N67-20591 02-M8
 Economics of scientific research and development, management and organizational planning, and optimal parameter for evaluating research efforts JPRS-41188 N67-85937 01-M8
ECONOMICS
 Cybernetics and economic management JPRS-26773 N64-32816 02-M9
 Nonsubstitution and nonswitching theorems used in

mathematical model for production with fixed capital - Economics of management planning TR-135 N66-15167 02-M4
 Economic and social implications of science and technology - summaries NSF-66-21 N66-87784 02-M9
 Industrial location theory in era of super cargo aircraft AD-655695 N67-37187 02-M9
EMPLOYEE RELATIONS
 Status and shortage of engineers in industry and government N64-83423 02-M5
 Application of behavioral sciences to research management IMU-3580 N65-18294 02-M3
 Management barriers to delegate authority in formal organizations NASA-RP-13 N66-37529 02-M5
 Analysis of Air Force personnel comments to determine factors in job satisfaction SAM-TR-66-57 N66-39790 02-M5
ENGINEERING MANAGEMENT
 Approach to control of fiscal and technical progress for multiple unrelated engineering projects SAE PAPER 576B A63-10176 02-M1
 Qualitative and quantitative aspects of systems analysis in industrial engineering with examples of design flow chart and system network diagram A64-25354 02-M1
 PERT /Program Evaluation and Review Technique/Planning and control technique for large and modest engineering tasks A65-10915 02-M4
 Flow diagrams for technical managers evaluating alternatives and decision consequences and assuring that requirements are satisfied applied to Manned Orbiting Laboratory Program A65-23611 02-M4
 Program Evaluation Review Technique /PERT/ developed for X-20 program A65-24537 02-M4
 Planning and scheduling of design engineering projects by applying fundamentals of critical path scheduling without computers Y-1480 N65-23854 02-M4
 Integrated modular digital computer system for ICETRAM /ICES-FORTRAN/ Programming of engineering problems A66-23833 02-M4
 Selection, flow and transference of technology in large electronics aerospace firm, noting methodology, planning, market area selection, etc A66-30400 02-M1
 Configuration management outlining requirements for change identification, control, implementation, etc. ASME PAPER 66-MD-69 A66-38498 02-M1
 Configuration management operational procedures, engineering and vendor controls, and inspection and specifications programs PUBL-2758 N66-87320 02-M1
 Aerospace ground equipment management problems solved by program ensuring proper recognition by contractor and customer management SAE PAPER 660686 A67-10590 02-M1
 Information retrieval effectiveness based on numerical taxonomy method for evaluating and predicting equipment performance from environmental engineering data FA-R-1847 N67-33913 02-M4
 Morale and productivity of first-line supervisors, engineers, and draftsmen Y-1575 N67-85689 02-M5
EVALUATION TECHNIQUES
 Discussion of a management program for evaluation of aerospace systems design - Orbiting Geophysical Observatory /OGO/ is used as an example A63-13537 02-M1
 Mathematical analysis of assumptions of Program Evaluation and Review Technique /PERT/ A64-15227 02-M4
 Value engineering efforts assessed, detailing organization, rating system and report content A64-19729 02-M1
 Risk Appraisal of Programs System /RAPPS/ providing new basis for reliability assurance and management action AIAA PAPER 64-406 A64-19891 02-M1
 Effort classification using DOD development

categories in program management
 A64-22583 02-M1
 Results of field test of procedure for evaluating
 research projects A64-23347 02-M3
 Project COMET - Advanced computer techniques and
 management methods N64-84874 02-M4
 AD-276938
 Management information systems application
 problems with reference to PERT/cost systems
 ASME PAPER 64-WA/MGT-1 A65-13154 02-M1
 PERT application to management of Air Force
 C-141A Starlifter Program A65-13346 02-M4
 Relative cost handbook for making cost comparisons
 for design alternatives which provide equivalent
 functions A65-19582 02-M4
 ASTME PAPER 666
 NASA and Defense Department space program
 organization and management with discussion of
 systems concepts A65-21357 02-M1
 Flow diagrams for technical managers evaluating
 alternatives and decision consequences and
 assuring that requirements are satisfied applied
 to Manned Orbiting Laboratory Program A65-23611 02-M4
 Matrix type approach for planning and measuring
 technical progress, examining equipment maturity
 and test risks A65-23612 02-M4
 Planning construction and development of
 industrial aerospace facilities A65-24154 02-M4
 Research and Development Effectiveness /RDE/
 computerized planning program, utilizing
 analytical techniques in management of research
 and development resources A65-29270 02-M3
 Scoring and profitability mathematical models for
 evaluating and allocating limited engineering
 manpower resources to projects A65-34621 02-M4
 Methodology of systems effectiveness based on
 reliability, maintainability, value, safety and
 human engineering disciplines A66-23436 02-M1
 Human factors and system effectiveness, noting
 role of customer project officer, contractor
 engineering manager and human factor specialist
 A66-23445 02-M1
 Research development effectiveness evaluation,
 with computer determining resource allocation
 A66-26033 02-M3
 Book on systems and simulation including
 mathematics of simulator, random processes,
 industrial systems, traffic and cargo problems,
 etc. A66-31739 02-M4
 Generalized system for project control and
 evaluation, considering cost, time, performance
 and reliability A66-41777 02-M1
 Data, mathematical models, and decision in program
 management AD-620172 N66-10809 02-M4
 Estimating resource requirements of manned space
 flights - Typical flight plan, cost estimation
 calculation, management planning, and resource
 implications of some NASA projects P-3382 N66-33837 02-M1
 Selection, training, and utilization of military
 personnel - Bibliography and abstracts
 PRL-TR-65-23 N66-38220 02-M5
 PERT-C - extension of PERT to multi-project and
 functional management AD-417333 N66-80359 02-M4
 Advanced feedback system simulation technique for
 strategic planning in business, noting manpower
 allocation A67-14498 02-M4
 Quality Evaluation Review Technique /QERT/ for
 management facilitation of program planning and
 scheduling, noting time and cost estimation
 A67-17246 02-M4
 Cost analysis for large scale development/
 production programs AAS PAPER 66-148 A67-20968 02-M1
 Research and development for better manufacturing
 emphasizing hydrothermal growth of ruby crystal
 A67-22143 02-M3
 Cost estimating techniques for military and NASA
 programs, comparing spacecraft resource
 forecasting with expenditure estimates
 AIAA PAPER 67-809 A67-42966 02-M4

F

FEDERAL BUDGETING

Management of aerospace programs, discussing
 budgeting and contracting procedures A67-35879 02-M1
 Management and utilization of research equipment
 in Federal government laboratories N67-40547 02-M2

FINANCIAL MANAGEMENT

Airline management using Electronic Data
 Processing /EDP/ and other systems for planning,
 inventory, maintenance, automatic reservation,
 etc. A65-16855 02-M4
 Financial considerations in airline operations
 noting profits, stock market image, leasing and
 aircraft acquisitions SAE PAPER 650244 A65-27269 02-M8
 Annotated bibliography on management, cost
 estimation, economics, logistics, and personnel
 selection and training techniques in military,
 industrial, and research facilities N66-15783 02-M9
 Chance-constrained programming model applied
 to financial planning problem RAC-P-12 N66-20637 02-M4
 Management control system for technical,
 production, financial and contractual management
 of large scale or technical industry programs
 AAS PAPER 67-153 A67-29969 02-M1

FUNCTIONAL MANAGEMENT

NASA and Defense Department space program
 organization and management with discussion of
 systems concepts A65-21357 02-M1
 Program management, control and integration of
 large aggregations of resources outside
 traditional flows of authority and
 responsibility A65-29269 02-M1

G

GOVERNMENT CONTRACT

Review of changes in Government policies toward
 profits in aerospace industry A65-10717 02-M9

GOVERNMENT CONTRACTING

Effect of public law 87-653 on R and D
 contracts A63-18030 02-M2
 Congressional Hearings on systems development and
 management N63-11213 02-M1
 Congressional Hearings on systems development and
 management N63-11214 02-M1
 Congressional Hearings on systems development and
 management N63-11215 02-M1
 Congressional Hearings on systems development and
 management N63-11216 02-M1
 Congressional Hearings on systems development and
 management N63-11217 02-M1
 Incentive contract effect on aerospace programs
 AIAA PAPER 64-409 A64-19982 02-M2
 Selected bibliography of contract proposals
 LS-BIB-63-6 N64-15674 02-M9
 Department of Defense cost effectiveness analysis
 effects on industrial management planning
 ISA PAPER 20.2-2-64 A65-11307 02-M1
 NASA management, budgetary problems, controversy
 of incentives system, etc. A66-41047 02-M7
 Management of contractor data and reports
 AFSCM-310-I N66-87880 02-M2
 Management control systems, incompatibility
 between risk and controls, relations between
 government and contractors and implementation
 procedures ASME PAPER 66-WA/MGT-16 A67-15335 02-M2
 Aerospace company management characteristics and
 problems A67-25742 02-M7

GOVERNMENT/INDUSTRY RELATIONS

Government-industry program management, referring
 to Redstone, Jupiter IRBM, Explorer and
 Juno series, Pershing and Saturn A63-16590 02-M1
 Review of changes in Government policies toward
 profits in aerospace industry A65-10717 02-M9
 NASA and Defense Department space program
 organization and management with discussion of
 systems concepts A65-21357 02-M1
 Bibliography on long range planning in aerospace

technology and Defense industry
 LMSC-5-10-65-3 N65-19831 02-M9
 Social consequences of space activity - Social
 and economic implications of explorations into
 space P-3220 N66-12088 02-M9
 Transferability of research and development skills
 in aerospace industry R12860 N66-22445 02-M9
 Management control systems, incompatibility
 between risk and controls, relations between
 government and contractors and implementation
 procedures ASME PAPER 66-WA/MGT-16 A67-15335 02-M2
 Aerospace company management characteristics and
 problems A67-25742 02-M7
 Observations on the management of space
 electronic programs YM-12981 A67-38215 02-M9

GOVERNMENT PROCUREMENT
 Aeronautical and aerospace spares management 1940
 through 1963 A64-22640 02-M1
 Management control systems, incompatibility
 between risk and controls, relations between
 government and contractors and implementation
 procedures ASME PAPER 66-WA/MGT-16 A67-15335 02-M2

H

HUMAN BEHAVIOR
 Laboratory management - Factors influencing
 technical performance AR0D-0010-6 N62-16582 02-M5
 Application of behavioral sciences to research
 management IMU-3580 N65-18294 02-M3
 System engineering methodologies to show how
 prediction of human error leads to higher system
 performance reliabilities A66-10117 02-M5
 Human factors and system effectiveness, noting
 role of customer project officer, contractor
 engineering manager and human factor specialist
 A66-23445 02-M1
 Handbook for training situation analysis -
 familiarization, task analysis, and procedures
 NAVTRADEVCE-1218-4 N66-12122 02-M5
 Decision making, rewards, type of work,
 communication, and interpersonal relationships
 in studying creativity in context of
 organizations in advanced modern social system
 AD-635261 N66-37074 02-M5
 Psychological principles of management and
 leadership with emphasis on ACW sites in Alaska
 AAL-TDR-62-35 N66-82383 02-M5
 Behavioral sciences approach to organization,
 productivity, and personnel management at
 Office of Aerospace Research N66-84247 02-M3
 Group dynamics approach to resistance or
 counterpart of planning, conversion and
 management of automatic data processing systems
 design ASME PAPER 66-WA/MBT-10 A67-15334 02-M5
 Additional follow-up criterion for validating
 predictor scores for measuring psychological
 characteristics of sample of Air Force
 scientists AFOSR-67-0896 N67-29665 02-M5
 Dynamics of role theory for workers judgement
 TR-18 N67-36016 02-M5
 Information systems simulation and modeling
 techniques, study of large organizations by
 computers, and environmental simulation for
 studying human behavior N67-80496 02-M4
 Morale and productivity of first-line supervisors,
 engineers, and draftsmen Y-1575 N67-85689 02-M5

INCENTIVE TECHNIQUES

Group dynamics approach to resistance or
 counterpart of planning, conversion and
 management of automatic data processing systems
 design ASME PAPER 66-WA/MBT-10 A67-15334 02-M5
 Management of aerospace programs - AAS
 Conference, University of Missouri, November

1966 A67-27545 02-M1
INDUSTRIAL MANAGEMENT
 Economic models for industrial waiting line
 problems - Queueing theory TR-62 N62-17220 02-M4
 Progress function in the aircraft and aerospace
 industries evaluated, discussing applications of
 this predictive model to production planning
 A63-26012 02-M4
 Industrial laboratory management, considering
 technicians, maintenance and equipment
 A64-23238 02-M3
 Bibliography on industrial technology for metal
 working processes - Factory management and
 production engineering W-94 N66-19673 02-M9
 Abstracts and bibliographic notes on industrial
 economics, logistics, personnel, and psychology
 N66-21177 02-M9
 Rolls-Royce use of computers in engineering,
 manufacturing and marketing operations
 A67-11199 02-M9
 Management aspects of technological capability
 within large hardware systems business
 A67-28697 02-M1
 Industrial location theory in era of super cargo
 aircraft AD-655695 N67-37187 02-M9

INDUSTRIAL PSYCHOLOGY
 Dynamics of role theory for workers judgement
 TR-18 N67-36016 02-M5

INDUSTRIAL RELATIONS
 Use of aerospace management techniques in other
 industries P-2927 N64-28816 02-M8

INFORMATION FLOW
 Problems encountered in keeping up with research
 and development through published technical
 information A63-18274 02-M9
 Product Administration and Contract Control
 /PACC/, an integrated data processing system for
 management control of overall program operation
 AIAA PAPER 64-411 A64-20262 02-M1
 Federal role in fostering use of network
 scheduling and control techniques as revealed in
 government publications A64-23349 02-M4
 NASA and Defense Department space program
 organization and management with discussion of
 systems concepts A65-21357 02-M1
 Schedule, cost and performance /SCOPE/ computer
 aided management system for budget and schedule
 control of complex programs R and D
 A65-24155 02-M3
 Time allocation among engineers and scientists in
 research and development projects - Management
 of science and technology REPT.-131-65 N66-13617 02-M3
 Selection, training, and utilization of military
 personnel - Bibliography and abstracts
 PRL-TR-65-23 N66-38220 02-M5

INFORMATION MANAGEMENT
 Command and control system analysis
 R-RD-1539-TR1 N63-17425 02-M1

INFORMATION SYSTEMS
 Industrial application of computers, including
 aerospace system simulation and data retrieval
 A63-20760 02-M1
 Information system simulation and modeling
 techniques MITRE-SS-7 N64-82043 02-M4
 Advanced Data Management computer programming to
 provide generalized routines for functions
 common to large class of command and management
 problems A66-22050 02-M1
 Satellite Educational and Informational
 Television, noting management, market and
 development problems in terms of profit, demand
 and growth potential AIAA PAPER 66-274 A66-24747 02-M9
 Mathematical models for information systems
 AD-616113 N66-80867 02-M9
 Mathematical modeling technique for information
 systems management R-4003-1 N66-87830 02-M4
 Economic, management, and retrieval aspects of
 information systems AFOSR-67-1998 N67-39410 02-M1
 Information systems simulation and modeling
 techniques, study of large organizations by

INTERNATIONAL RELATIONS

computers, and environmental simulation for
studying human behavior N67-80496 02-M4
Systems analysis and design of information systems
SP-2655 N67-83219 02-M1

INTERNATIONAL RELATIONS

Survey of scientific research in United States
N64-27208 02-M3

INVENTORY CONTROLS

Optimal policy for inventory management based on
field life of item
TR-3 N65-88396 02-M1

INVENTORY MANAGEMENT

Book presenting a survey of advances in inventory
management with emphasis on problem solving and
specific applications A63-13078 02-M1
Air Force improvement in spares management
through data processing and personnel training
A64-22639 02-M1
Aeronautical and aerospace spares management 1940
through 1963 A64-22640 02-M1
Airline management using Electronic Data
Processing /EDP/ and other systems for planning,
inventory, maintenance, automatic reservation,
etc A65-16855 02-M4
Mathematical determination of optimal policy for
inventory depletion management
TR-2 N65-88394 02-M1
Optimal policy for inventory management based on
field life of item
TR-3 N65-88396 02-M1
Inventory control under stochastic lead time
and stochastic demand
AD-620921 N66-11335 02-M4
Optimal linear inventory control and first order
exponential smoothing
P-3264-1 N67-10583 02-M1
Mathematical approaches to inventory management
and production control N67-81516 02-M1

L

LINE MANAGEMENT

Program management, control and integration of
large aggregations of resources outside
traditional flows of authority and
responsibility A65-29269 02-M1

LOGISTICS MANAGEMENT

Administration and organization for data
management of logistics
AD-242853 N63-81003 02-M1
Air Force improvement in spares management
through data processing and personnel training
A64-22639 02-M1
Space logistics management procedures
P-2613 N65-80491 02-M7
New concepts in railroad management oriented to
logistics market and return on investment
A66-29801 02-M1

M

MAN/MACHINE SYSTEMS

Major concepts involved in engineering and
management of man-made systems and man-machine
systems A63-16893 02-M1
Command and control system analysis
R-RD-1539-TR1 N63-17425 02-M1
Management concepts underlying development of
command and control systems in support of
decision making and action taking by military
organizations
SP-1174 N64-83865 02-M1
Mechanization problems of industrial management
N65-30279 02-M9
Computerized tools and constant analysis for real
time experiment flight management planning
system A66-11638 02-M1
Human factors and system effectiveness, noting
role of customer project officer, contractor
engineering manager and human factor specialist
A66-23445 02-M1
Logic and behavior of self organizing systems
from man machine interactions
AD-633003 N66-86457 02-M5
Group dynamics approach to resistance or
counterpart of planning, conversion and
management of automatic data processing systems
design
ASME PAPER 66-WA/MBT-10 A67-15334 02-M5

SUBJECT INDEX

Large scale computer based simulations for
processing information in large scale operations
TM-1128/100/00 N67-15410 02-M4
MANAGEMENT ANALYSIS

Government-industry program management, referring
to Redstone, Jupiter IRBM, Explorer and
Juno series, Pershing and Saturn

A63-16590 02-M1

Management science and managing

ONR RES. MEMO-53 N63-13737 02-M7

Reliability achieved through good management

A64-18117 02-M1

Computerized tools and constant analysis for real

time experiment flight management planning

system A66-11638 02-M1

New concepts in railroad management oriented to

logistics market and return on investment

A66-29801 02-M1

Data, mathematical models, and decision in program

management

AD-620172 N66-10809 02-M4

Measurements standards and instrument calibration

program for research and development laboratory

SC-DC-66-1491 N66-32852 02-M3

Decision making in broad economic context, and

relation to computerization

SP-2487 N66-33635 02-M1

Psychological principles of management and

leadership with emphasis on ACW sites in Alaska

AAL-TDR-62-35 N66-82383 02-M5

Group behavior, human engineering concepts, and

general theory on organizational taxonomy

AD-642496 N67-19717 02-M7

Methodology for evaluating and managing

development programs - manual

N67-82721 02-M1

MANAGEMENT INFORMATION SYSTEMS

Real time management information systems covering
hardware, programming and design

A64-16010 02-M1

Bell helicopter company management planning,

execution, evaluation and control, using a total

information system A64-16049 02-M1

Product Administration and Contract Control

/PACC/, an integrated data processing system for

management control of overall program operation

AIAA PAPER 64-411 A64-20262 02-M1

Project COMET - Advanced computer techniques and

management methods

AD-276938 N64-84874 02-M4

Management information systems application

problems with reference to PERT/cost systems

ASME PAPER 64-WA/MGT-1 A65-13154 02-M1

Research and Development Effectiveness /RDE/

computerized planning program, utilizing

analytical techniques in management of research

and development resources A66-19461 02-M3

Configuration management and value engineering

compatibility in aerospace and weapon system

technology N66-35641 02-M4

PERT-C - extension of PERT to multi-project and

functional management

AD-417333 N66-80359 02-M4

Management information systems design and

implementation

AD-646851 N67-83225 02-M1

MANAGEMENT METHODS

Approach to control of fiscal and technical

progress for multiple unrelated engineering

projects

SAE PAPER 576B A63-10176 02-M1

Problems encountered in the management of Defense

Research and Development A63-16584 02-M3

Recent reorganization of the army as a result of

which the Army Materiel Command will integrate

materiel functions A63-16588 02-M1

Industrial application of computers, including

aerospace system simulation and data retrieval

A63-20760 02-M1

Management control and monitoring techniques in

terms of policy determination and operation

philosophy in the engineering department

A63-23238 02-M4

Progress function in the aircraft and aerospace

industries evaluated, discussing applications of

SUBJECT INDEX

MANAGEMENT METHODS

this predictive model to production planning
A63-26012 02-M4

Management science and managing
ONR RES. MEMO-53 N63-13737 02-M7

Network-type management control systems
RM-3074-PR N63-15733 02-M9

Scientific management - Reliability testing
TR-67 N63-21721 02-M1

Administration and organization for data
management of logistics
AD-242853 N63-81003 02-M1

Program management techniques, including missile
flow plan, showing sequence of completion of
subassemblies and components, at Martin Orlando
A64-14704 02-M1

Project cost control system, defining roles and
interrelationships of controller, line
management and project management, at Raytheon
Wayland Laboratory A64-14705 02-M4

Bibliography of 50 items demonstrating scope of
material covered in studies of network-type
management control systems A64-14706 02-M9

Management techniques applicable to systems tests
programs, specifically Airborne Long Range
Input /ALRI/ test program
A64-16870 02-M4

Reliability achieved through good management
A64-18117 02-M1

Performance measurement of value engineering
groups A64-19728 02-M1

Risk Appraisal of Programs System /RAPS/
providing new basis for reliability assurance
and management action
AIAA PAPER 64-406 A64-19891 02-M1

Developments affecting aerospace management,
detailing objectives of Project Definition
Phase /PDP/
AIAA PAPER 64-516 A64-19984 02-M7

Project definition effect on aerospace system
management
AIAA PAPER 64-405 A64-20063 02-M1

Product Administration and Contract Control
/PACC/, an integrated data processing system for
management control of overall program operation
AIAA PAPER 64-411 A64-20262 02-M1

Advantages of preplanned management of ICBM
system or space system A64-22617 02-M1

Program control oriented to systems management
A64-23348 02-M1

Qualitative and quantitative aspects of systems
analysis in industrial engineering with examples
of design flow chart and system network diagram
A64-25354 02-M1

Bibliography on creativity, innovation, and
invention for industry N64-28451 02-M9

Use of aerospace management techniques in other
industries
P-2927 N64-28816 02-M8

Operations research for program planning
ONR-ACR/NAR-27 N64-32217 02-M3

PERT - Technique for management - Theory,
methods, and effectiveness
REPT.-557D N64-82220 02-M4

Management concepts underlying development of
command and control systems in support of
decision making and action taking by military
organizations
SP-1174 N64-83865 02-M1

PERT project monitoring device for schedule
production and maintenance A65-11942 02-M4

Management technique to monitor and control
research tasks relative to costs and scheduled
objectives
SAE PAPER 926A A65-12838 02-M4

Relationship between basic skills of economists
and behavioral scientists in regard to
management decisions
SAE PAPER 926B A65-12839 02-M1

Systems engineering definition, structure and
functions A65-25155 02-M1

Modeling strategy techniques in linear programming
applicable to management and social science
A65-25176 02-M4

Operational research and aviation management,
noting application of Poisson distribution
A65-33159 02-M1

Application of behavioral sciences to research
management
IMU-3580 N65-18294 02-M3

Mechanization problems of industrial management
N65-30279 02-M9

Safety and management in aerospace industry,
noting importance of military specification
A66-10075 02-M1

Computerized tools and constant analysis for real
time experiment flight management planning
system A66-11638 02-M1

Development management and cost control in
British defense economy A66-17487 02-M1

Advanced Data Management computer programming to
provide generalized routines for functions
common to large class of command and management
problems A66-22050 02-M1

Value analysis as cost reduction factor, using
production of Bullpup A and B missiles as
example A66-23060 02-M4

Rationale for systems effectiveness in Air Force
Systems Command A66-23435 02-M1

Data processing approach for management control of
aircraft manufacture
SAE PAPER 660205 A66-26391 02-M1

Factors to be considered in capital equipment and
facilities for environmental testing, including
management planning, work load reorientation,
etc A66-30441 02-M1

Practical cost reduction possibilities within
aerospace industry A66-33947 02-M4

System analysis as management tool, noting
application in aviation A66-37972 02-M4

System effectiveness in manned space program
through correct management decisions
A66-37974 02-M1

Handbook for training situation analysis -
familiarization, task analysis, and procedures
NAVTRADEVCE-1218-4 N66-12122 02-M5

Operations research bibliography - Game theory,
computer programming, management planning, and
quality control
TDCK-40683 N66-15402 02-M9

Annotated bibliography on management, cost
estimation, economics, logistics, and personnel
selection and training techniques in military,
industrial, and research facilities
N66-15783 02-M9

Automatic data processing equipment capabilities
and impact on management planning and personnel
displacement
RSC-438 N66-16001 02-M7

Integral operators for PERT sub-networks
AROD-4721-3 N66-26411 02-M4

Computer programming management - Transitional
analysis of cost estimation techniques
TM-2712/000/00 N66-29484 02-M4

Measurements standards and instrument calibration
program for research and development laboratory
SC-DC-66-1491 N66-32852 02-M3

Integrated semiautomatic management system for
decision making
SP-1175 N66-85827 02-M1

Rolls-Royce use of computers in engineering,
manufacturing and marketing operations
A67-11199 02-M9

Management control systems, incompatibility
between risk and controls, relations between
government and contractors and implementation
procedures
ASME PAPER 66-WA/MGT-16 A67-15335 02-M2

Management aspects of design and development of
Gemini spacecraft noting program organization,
management techniques and personnel motivation
AAS PAPER 66-158 A67-20975 02-M1

Research and development for better manufacturing
emphasizing hydrothermal growth of ruby crystal
A67-22143 02-M3

Management methods in military equipment
development to be used with aircraft
A67-24655 02-M4

Improvements in management control of complex
projects, considering network analysis
A67-24656 02-M1

Analysis of management methods applicable to
aerospace industry, considering introduction of
integrated information systems
A67-29669 02-M7

Role in management of specification trees
portraying interrelationship of requirement
documents, specifications and standards
applicable to particular program

MANAGEMENT PLANNING

SUBJECT INDEX

A67-34671 02-M4
 A GM-69A program-management system using CRT display for PERT/Time and Cost Control data translation
 AIAA PAPER 67-920 A67-43019 02-M4
 Organization control systems for complex operations
 JPRS-38762 N67-12014 02-M4
 Application of digital computer control systems in industry
 JPRS-39895 N67-21172 02-M9
 Bibliography and abstracts on network analysis and applications in construction and military operations
 TDCK-46624 N67-22969 02-M9
 Existing system management techniques adapted to computer programs for system compatibility, design integrity, and technical control
 ESD-TR-67-205 N67-28911 02-M1
 Data collecting and reporting system for computer programming cost analysis
 TM-3411/000/00 N67-39492 02-M1
 Methodology for evaluating and managing development programs - manual
 N67-82721 02-M1

MANAGEMENT PLANNING
 Critical path scheduling - Bibliography
 TID-3568/REV. 1/ N62-16407 02-M9
 Discussion of advantages of program evaluation and technical review PERT as valid management technique in Dyna-Soar project
 A63-10806 02-M4
 Bell helicopter company management planning, execution, evaluation and control, using a total information system
 A64-16049 02-M1
 Advantages of preplanned management of ICBM system or space system
 A64-22617 02-M1
 Annotated bibliography on long range planning and technological forecasting
 SRB-63-12 N64-22200 02-M9
 Network technique for application of individual and overall time-planning to aircraft design and development
 A65-20691 02-M4
 Theory of graphs in description and analysis of information-flow schemes in control systems
 A65-34072 02-M4
 Planning and scheduling of design engineering projects by applying fundamentals of critical path scheduling without computers
 Y-1480 N65-23854 02-M4
 Management planning and economics of aircraft production
 FTD-TT-63-1121/1+2 N65-82345 02-M9
 Independent research management
 A66-35534 02-M3
 Configuration management and value engineering compatibility in aerospace and weapon system technology
 N66-35641 02-M4
 PERT /Program Evaluation and Review
 Technique/Planning method gives project management means for controlling project to accomplish task in shortest possible time
 A67-33634 02-M4
 Hybrid simulators used for aerospace and military programs consisting of analog computers, digital computers and interface units for handling data flow
 A67-33635 02-M4
 Control engineering in systems management applied to missile control and guidance
 A67-33636 02-M1
 Commuter airline planning using systems analysis to examine technical, managerial, legal and economic aspects
 AIAA PAPER 67-843 A67-42981 02-M1

MANPOWER MANAGEMENT
 Economic models for industrial waiting line problems - Queueing theory
 TR-62 N62-17220 02-M4
 Career development of federal scientists and engineers and other aspects of scientific personnel administration
 N64-21601 02-M5
 Status and shortage of engineers in industry and government
 N64-83423 02-M5
 Transferability of research and development skills in aerospace industry
 R12860 N66-22445 02-M9
 Allocation of scientific effort - Analytic framework of specified policy objectives and model for allocation of scientific personnel

between teaching and research
 RM-4339-PR N66-30520 02-M9
 Manpower management programs and accomplishments in federal agencies and departments between January and June 1966
 N66-87919 02-M1

MARKET RESEARCH
 Long range planning of Rocketdyne, a major component manufacturer which provides rocket propulsion assemblies
 AIAA PAPER 64-404 A64-19985 02-M1
 Book on defense-space market research
 A64-23543 02-M8
 Satellite Educational and Informational Television, noting management, market and development problems in terms of profit, demand and growth potential
 AIAA PAPER 66-274 A66-24747 02-M9
 New concepts in railroad management oriented to logistics market and return on investment
 A66-29801 02-M1
 Selection, flow and transference of technology in large electronics aerospace firm, noting methodology, planning, market area selection, etc
 A66-30400 02-M1
 Transferability of research and development skills in aerospace industry
 R12860 N66-22445 02-M9
 Allocation of scientific effort - Analytic framework of specified policy objectives and model for allocation of scientific personnel between teaching and research
 RM-4339-PR N66-30520 02-M9
 Project initiation emphasizing market, product /design, cost and timing/ and resources to market product
 A67-29667 02-M7
 Commuter airline planning using systems analysis to examine technical, managerial, legal and economic aspects
 AIAA PAPER 67-843 A67-42981 02-M1

MARKETING
 Book on defense-space market research
 A64-23543 02-M8
 Capability management in selling research and development to defense/space market
 A66-28435 02-M3
 Factors to be considered in capital equipment and facilities for environmental testing, including management planning, work load reorientation, etc
 A66-30441 02-M1
 Data, mathematical models, and decision in program management
 AD-620172 N66-10809 02-M4
 Management for marketing research and development capabilities to defense/space market
 N66-36539 02-M3
 Aerospace company management characteristics and problems
 A67-25742 02-M7

MATHEMATICAL MODELS
 Book presenting a survey of advances in inventory management with emphasis on problem solving and specific applications
 A63-13078 02-M1
 Network flow model used to determine most economic pattern for personnel training and retraining activities
 A64-14703 02-M4
 Model designed to explain research and development decision of firms
 A64-23346 02-M3
 Constrained optimization model for measuring system performance and controlling simulation for system design
 A65-10517 02-M4
 Modeling strategy techniques in linear programming applicable to management and social science
 A65-25176 02-M4
 Operational research and aviation management, noting application of Poisson distribution
 A65-33159 02-M1
 Theory of graphs in description and analysis of information-flow schemes in control systems
 A65-34072 02-M4
 Scoring and profitability mathematical models for evaluating and allocating limited engineering manpower resources to projects
 A65-34621 02-M4
 Research and Development Effectiveness /RDE/ computerized planning program, utilizing analytical techniques in management of research and development resources
 A66-19461 02-M3
 Mathematical simulation model of industrial situation, discussing random numbers and selection of truck time interval

SUBJECT INDEX

ORGANIZATIONAL PROBLEMS

A66-21321 02-M4
Research development effectiveness evaluation,
with computer determining resource allocation
A66-26033 02-M3
Book on systems and simulation including
mathematics of simulator, random processes,
industrial systems, traffic and cargo problems,
etc A66-31739 02-M4
Nonsubstitution and nonswitching theorems used in
mathematical model for production with fixed
capital - Economics of management planning
TR-135 N66-15167 02-M4
Mathematical formulation of simplified production
planning model
JPRS-33613 N66-15196 02-M4
Chance-constrained programming model applied
to financial planning problem
RAC-P-12 N66-20637 02-M4
Automated operational management of industrial
production processes - conference on cybernetics
N66-24515 02-M1
Mathematical models for information systems
AD-616113 N66-80867 02-M9
Configuration management operational procedures,
engineering and vendor controls, and inspection
and specifications programs
PUBL-2758 N66-87320 02-M1
Mathematical modeling technique for information
systems management
R-4003-1 N66-87830 02-M4
Book on Monte Carlo method, method of
statistical trials A67-14256 02-M4
Advanced space vehicle planning analyzed from
economic approach to decision making, noting
cost decrease with time A67-29833 02-M1
Control engineering in systems management applied
to missile control and guidance
A67-33636 02-M1
Cost estimating techniques for military and NASA
programs, comparing spacecraft resource
forecasting with expenditure estimates
AIAA PAPER 67-809 A67-42966 02-M4
Generalizations, extensions, and applications of
Von Neumann mathematical model of proportional
economic growth
REPT.-78 N67-20591 02-M8
Optimal control of ship routes, education in
control engineering, theoretical mathematics
studies, and biological and physical researches
by U.S. Naval Postgraduate School Staff
N67-80945 02-M4
Mathematical approaches to inventory management
and production control N67-81516 02-M1
Operations research for effective program
planning of space missions
MR-0-120 N67-85872 02-M1

OPERATIONS ANALYSIS

Algorithm for divisible activity problem in
critical path analysis for program management
N67-38062 02-M4

OPERATIONS RESEARCH

Book presenting a survey of advances in inventory
management with emphasis on problem solving and
specific applications A63-13078 02-M1
Value engineering covering organization, scope,
implementation and application
A64-19725 02-M1
Operations research for program planning
ONR-ACR/NAR-27 N64-32217 02-M3
Airline management using Electronic Data
Processing /EDP/ and other systems for planning,
inventory, maintenance, automatic reservation,
etc A65-16855 02-M4
Systems engineering definition, structure and
functions A65-25155 02-M1
Operational research and aviation management,
noting application of Poisson distribution
A65-33159 02-M1
Summary of proposed mathematical programming
techniques for management science and operations
research N65-21145 02-M9
Evaluation and future of cost effectiveness
management A66-10052 02-M1
Operational research techniques applied to
procurement and capital investment programs of
aviation industry A66-10341 02-M1

Methodology of systems effectiveness based on
reliability, maintainability, value, safety and
human engineering disciplines A66-23436 02-M1
Operations research bibliography - Game theory,
computer programming, management planning, and
quality control
TDCK-40683 N66-15402 02-M9
Compilation of reports on developments in
operations research, linear programming, game
theory, information theory, economics of
systems analysis, reliability, and statistics
N66-15779 02-M9
Organization control systems for complex
operations
JPRS-38762 N67-12014 02-M4
Information retrieval effectiveness based on
numerical taxonomy method for evaluating and
predicting equipment performance from
environmental engineering data
FA-R-1847 N67-33913 02-M4
Operations research for effective program
planning of space missions
MR-0-120 N67-85872 02-M1
ORGANIZATIONAL BEHAVIOR
Recent reorganization of the army as a result of
which the Army Materiel Command will integrate
materiel functions A63-16588 02-M1
Survey of scientific research in United States
N64-27208 02-M3
Application of behavioral sciences to research
management
IMU-3580 N65-18294 02-M3
Computer simulation model for organization
theory - Initial nucleus structure, building
blocks, language, model testing, and relation
to empirical data
TR-8 N65-23091 02-M4
Configuration management outlining requirements
for change identification, control,
implementation, etc.
ASME PAPER 66-MD-69 A66-38498 02-M1
Personnel selection and assignment, indoctrination
and training, and methodology for military
organizational staffing
AAL-TR-61-62 N66-82368 02-M9
Bibliography on organizational management and
leadership in small military groups
AAL-TR-61-23 N66-82369 02-M9
Psychological principles of management and
leadership with emphasis on ACW sites in Alaska
AAL-TDR-62-35 N66-82383 02-M5
Behavioral sciences approach to organization,
productivity, and personnel management at
Office of Aerospace Research
N66-84247 02-M3
Logic and behavior of self organizing systems
from man machine interactions
AD-633003 N66-86457 02-M5
Information systems simulation and modeling
techniques, study of large organizations by
computers, and environmental simulation for
studying human behavior N67-80496 02-M4
Organizational behavior and performance prediction
in R and D management
AD-641423 N67-81120 02-M3
Organizational behavior in R and D management
AD-645016 N67-82994 02-M5
Organizational behavior and personnel development
TR-13 N67-84525 02-M5
ORGANIZATIONAL PROBLEMS
Problems encountered in keeping up with research
and development through published technical
information A63-18274 02-M9
Decision making, rewards, type of work,
communication, and interpersonal relationships
in studying creativity in context of
organizations in advanced modern social system
AD-635261 N66-37074 02-M5
Management barriers to delegate authority in
formal organizations
NASA-RP-13 N66-37529 02-M5
Organization control systems for complex
operations
JPRS-38762 N67-12014 02-M4
Group behavior, human engineering concepts, and
general theory on organizational taxonomy
AD-642496 N67-19717 02-M7

P

PERFORMANCE PREDICTION

- Laboratory management - Factors influencing technical performance
 AROD-0010-6 N62-16582 02-M5
- Qualitative and Quantitative Personnel Requirement Information /QQPRI/
 MRL-TDR-62-4 N63-13146 02-M4
- Project cost control system, defining roles and interrelationships of controller, line management and project management, at Raytheon Wayland Laboratory
 A64-14705 02-M4
- Risk Appraisal of Programs System /RAPPS/ providing new basis for reliability assurance and management action
 AIAA PAPER 64-406 A64-19891 02-M1
- Extension and evaluation of PERT and CPM /Critical Path Method/ as tools for scheduling design and development work of engineering personnel
 A65-22760 02-M4
- Matrix type approach for planning and measuring technical progress, examining equipment maturity and test risks
 A65-23612 02-M4
- Effectiveness of research and development procurement efforts in field of airborne targetry
 ATL-TR-64-70 N65-86414 02-M3
- System engineering methodologies to show how prediction of human error leads to higher system performance reliabilities
 A66-10117 02-M5
- Additional follow-up criterion for validating predictor scores for measuring psychological characteristics of sample of Air Force scientists
 AFOSR-67-0896 N67-29665 02-M5
- Information retrieval effectiveness based on numerical taxonomy method for evaluating and predicting equipment performance from environmental engineering data
 FA-R-1847 N67-33913 02-M4
- Organizational behavior and performance prediction in R and D management
 AD-641423 N67-81120 02-M3

PERSONNEL DEVELOPMENT

- Qualitative and Quantitative Personnel Requirement Information /QQPRI/
 MRL-TDR-62-4 N63-13146 02-M4
- Network flow model used to determine most economic pattern for personnel training and retraining activities
 A64-14703 02-M4
- PERT - Preparation of programmed instruction for automated training and decision making
 ESD-TDR-63-608 N64-12319 02-M4
- Model system safety program and management aspects of aerospace system safety engineering
 A65-31586 02-M1
- System engineering methodologies to show how prediction of human error leads to higher system performance reliabilities
 A66-10117 02-M5
- Handbook for training situation analysis - familiarization, task analysis, and procedures
 NAVTRADEVCE-1218-4 N66-12122 02-M5
- Selection, training, and utilization of military personnel - Bibliography and abstracts
 PRL-TR-65-23 N66-38220 02-M5
- Personnel selection and assignment, indoctrination and training, and methodology for military organizational staffing
 AAL-TR-61-62 N66-82368 02-M9
- Manpower management programs and accomplishments in federal agencies and departments between January and June 1966
 N66-87919 02-M1
- Impact of microelectronics on utilization and training of maintenance personnel
 A67-34342 02-M5
- Organizational behavior and personnel development
 TR-13 N67-84525 02-M5

PERSONNEL MANAGEMENT

- Qualitative and Quantitative Personnel Requirement Information /QQPRI/
 MRL-TDR-62-4 N63-13146 02-M4
- Network flow model used to determine most economic pattern for personnel training and retraining activities
 A64-14703 02-M4
- Airline management using Electronic Data Processing /EDP/ and other systems for planning, inventory, maintenance, automatic reservation,

- etc
 A65-16855 02-M4
- Annotated bibliography on management, cost estimation, economics, logistics, and personnel selection and training techniques in military, industrial, and research facilities
 N66-15783 02-M9
- Personnel selection and assignment, indoctrination and training, and methodology for military organizational staffing
 AAL-TR-61-62 N66-82368 02-M9
- Bibliography on organizational management and leadership in small military groups
 AAL-TR-61-23 N66-82369 02-M9
- PERSONNEL MOTIVATION
- Laboratory management - Factors influencing technical performance
 AROD-0010-6 N62-16582 02-M5
- Career development of federal scientists and engineers and other aspects of scientific personnel administration
 N64-21601 02-M5
- Bibliography on creativity, innovation, and invention for industry
 N64-28451 02-M9
- Status and shortage of engineers in industry and government
 N64-83423 02-M5
- Relationship between basic skills of economists and behavioral scientists in regard to management decisions
 SAE PAPER 926B A65-12839 02-M1
- Decision making, rewards, type of work, communication, and interpersonal relationships in studying creativity in context of organizations in advanced modern social system
 AD-635261 N66-37074 02-M5
- Analysis of Air Force personnel comments to determine factors in job satisfaction
 SAM-TR-66-57 N66-39790 02-M5
- Factors in Air Force maintenance personnel job satisfaction
 SAM-TR-66-46 N66-39799 02-M5
- Management aspects of design and development of Gemini spacecraft noting program organization, management techniques and personnel motivation
 AAS PAPER 66-158 A67-20975 02-M1
- Management aspects of technological capability within large hardware systems business
 A67-28697 02-M1
- Observations on the management of space electronic programs
 YM-12981 A67-38215 02-M9
- Additional follow-up criterion for validating predictor scores for measuring psychological characteristics of sample of Air Force scientists
 AFOSR-67-0896 N67-29665 02-M5
- Dynamics of role theory for workers judgement
 TR-18 N67-36016 02-M5
- Organizational behavior in R and D management
 AD-645016 N67-82994 02-M5
- Morale and productivity of first-line supervisors, engineers, and draftsmen
 Y-1575 N67-85689 02-M5
- PERSONNEL PROBLEMS
- Automatic data processing equipment capabilities and impact on management planning and personnel displacement
 RSIC-438 N66-16001 02-M7
- Analysis of Air Force personnel comments to determine factors in job satisfaction
 SAM-TR-66-57 N66-39790 02-M5
- Factors in Air Force maintenance personnel job satisfaction
 SAM-TR-66-46 N66-39799 02-M5
- Manpower management programs and accomplishments in federal agencies and departments between January and June 1966
 N66-87919 02-M1
- PERT
- PERT in Dyna-Soar - Project management
 IAS PAPER NO. 62-160 N62-13353 02-M4
- Critical path scheduling - Bibliography
 TID-3568/REV. 1/ N62-16407 02-M9
- Description of simple and flexible system of associating costs with program milestones
 SAE PAPER 576D A63-10177 02-M4
- Discussion of advantages of program evaluation and technical review PERT as valid management technique in Dyna-Soar project
 A63-10806 02-M4
- PROLOG - Computer program for project management
 UCRL-10491 N63-11798 02-M1

- Monte Carlo method for program evaluation - PERT project
RM-3367-PR N63-15702 02-M4
- Network-type management control systems
RM-3074-PR N63-15733 02-M9
- Scientific management - Reliability testing
TR-67 N63-21721 02-M1
- Monte Carlo methods in solving PERT management planning problems, treating project schedules as directed acyclic network
A64-11217 02-M4
- Project cost control system, defining roles and interrelationships of controller, line management and project management, at Raytheon Wayland Laboratory
A64-14705 02-M4
- Bibliography of 50 items demonstrating scope of material covered in studies of network-type management control systems
A64-14706 02-M9
- Mathematical analysis of assumptions of Program Evaluation and Review Technique /PERT/
A64-15227 02-M4
- Project definition effect on aerospace system management
AIAA PAPER 64-405 A64-20063 02-M1
- Program control techniques to assist management planning, scheduling, performance analysis and cost control
A64-21607 02-M1
- PERT provides faster information flow, appraisal of progress and management control
A64-22985 02-M4
- Program control oriented to systems management
A64-23348 02-M1
- Federal role in fostering use of network scheduling and control techniques as revealed in government publications
A64-23349 02-M4
- PERT managerial method principles with description of operational simulator and applications to delay, cost and investment problems
A64-26705 02-M4
- PERT - Preparation of programmed instruction for automated training and decision making
ESD-TDR-63-608 N64-12319 02-M4
- PERT - Technique for management - Theory, methods, and effectiveness
REPT.-557D N64-82220 02-M4
- Project COMET - Advanced computer techniques and management methods
AD-276938 N64-84874 02-M4
- PRESS /Project Review, Evaluation and Scheduling System/Critical path technique of project analysis and review
A65-10378 02-M4
- PERT /Program Evaluation and Review Technique/Planning and control technique for large and modest engineering tasks
A65-10915 02-M4
- Constrained and unconstrained solutions to resource allocation in research and development projects, using PERT/cost model
A65-11940 02-M4
- PERT project monitoring device for schedule production and maintenance
A65-11942 02-M4
- Management information systems application problems with reference to PERT/cost systems
ASME PAPER 64-WA/MGT-1 A65-13154 02-M1
- PERT application to management of Air Force C-141A Starlifter Program
A65-13346 02-M4
- Airline management using Electronic Data Processing /EDP/ and other systems for planning, inventory, maintenance, automatic reservation, etc
A65-16855 02-M4
- Network technique for application of individual and overall time-planning to aircraft design and development
A65-20691 02-M4
- Extension and evaluation of PERT and CPM /Critical Path Method/ as tools for scheduling design and development work of engineering personnel
A65-22760 02-M4
- Schedule, cost and performance /SCOPE/ computer aided management system for budget and schedule control of complex programs R and D
A65-24155 02-M3
- Program Evaluation Review Technique /PERT/ developed for X-20 program
A65-24537 02-M4
- Practical cost reduction possibilities within aerospace industry
A66-33947 02-M4
- Generalized system for project control and evaluation, considering cost, time, performance and reliability
A66-41777 02-M1
- Schedule analysis procedure for use with time schedule of research and development programs
TG-397 N66-22554 02-M4
- Integral operators for PERT sub-networks
AROD-4721-3 N66-26411 02-M4
- PERT-C - extension of PERT to multi-project and functional management
AD-417333 N66-80359 02-M4
- PERT - Generalized network approach to research project planning
N66-80779 02-M4
- Quality Evaluation Review Technique /QERT/ for management facilitation of program planning and scheduling, noting time and cost estimation
A67-17246 02-M4
- Management control system for technical, production, financial and contractual management of large scale or technical industry programs
AAS PAPER 67-153 A67-29969 02-M1
- PERT /Program Evaluation and Review Technique/Planning method gives project management means for controlling project to accomplish task in shortest possible time
A67-33634 02-M4
- A GM-69A program-management system using CRT display for PERT/Time and Cost Control data translation
AIAA PAPER 67-920 A67-43019 02-M4
- Algorithms for computing cumulative distribution of completion times of PERT networks
AROD-4721-4 N67-10520 02-M4
- Survey of Critical Path Method /CPM/ and Program Evaluation and Review Technique /PERT/ network planning techniques
DLR-MITT.-66-12 N67-13766 02-M4
- Bibliography and abstracts on network analysis and applications in construction and military operations
TDCK-46624 N67-22969 02-M9
- POLICY PLANNING
Factors in shaping policy for aerospace activity, stressing role of scientist
A66-18551 02-M7
- PPBS
Management of aerospace programs - AAS Conference, University of Missouri, November 1966
A67-27545 02-M1
- PROBLEM SOLVING
Economic models for industrial waiting line problems - Queueing theory
TR-62 N62-17220 02-M4
- Problems encountered in the management of Defense Research and Development
A63-16584 02-M3
- Simscrip - Simulation model for computer program
RM-3778-PR N63-19347 02-M4
- Monte Carlo methods in solving PERT management planning problems, treating project schedules as directed acyclic network
A64-11217 02-M4
- Modeling strategy techniques in linear programming applicable to management and social science
A65-25176 02-M4
- Summary of proposed mathematical programming techniques for management science and operations research
N65-21145 02-M9
- Critical path planning techniques to produce network showing project activities - Aid to management in control of activities and computer applications
AERE-M-1280 N65-23231 02-M4
- Workshop scheduling or machine loading procedure to minimize completion time, workshop idle time, and average job time - Management planning
AERE-M-1568 N65-29233 02-M4
- Mathematical determination of optimal policy for inventory depletion management
TR-2 N65-88394 02-M1
- Integrated modular digital computer system for ICETRAM /ICES-FORTRAN/ Programming of engineering problems
A66-23833 02-M4
- Chance-constrained programming model applied to financial planning problem
RAC-P-12 N66-20637 02-M4
- Configuration management and value engineering compatibility in aerospace and weapon system technology
N66-35641 02-M4
- Configuration management, method for current and precise documentation which attempts to assure customer and builder that final hardware is what they agreed on
A67-14424 02-M1

PROCUREMENT MANAGEMENT

SUBJECT INDEX

Group behavior, human engineering concepts, and general theory on organizational taxonomy
AD-642496 N67-19717 02-M7

Generalizations, extensions, and applications of Von Neumann mathematical model of proportional economic growth
REPT.-78 N67-20591 02-M8

Information retrieval effectiveness based on numerical taxonomy method for evaluating and predicting equipment performance from environmental engineering data
FA-R-1847 N67-33913 02-M4

Algorithms for divisible activity problem in critical path analysis for program management
N67-38062 02-M4

Maximum principle theory applied to production and inventory control
RR-108 N67-40062 02-M1

PROCUREMENT MANAGEMENT

Air Force improvement in spares management through data processing and personnel training
A64-22639 02-M1

Aeronautical and aerospace spares management 1940 through 1963
A64-22640 02-M1

Effectiveness of research and development procurement efforts in field of airborne targetry
ATL-TR-64-70 N65-86414 02-M3

Cost estimate of savings to be obtained from multi-year procurement compared at prime and subcontractor levels
AD-655815 N67-39769 02-M2

PROCUREMENT POLICY

Developments affecting aerospace management, detailing objectives of Project Definition Phase /PDP/
AIAA PAPER 64-516 A64-19984 02-M7

Development management and cost control in British defense economy
A66-17487 02-M1

Cost estimate of savings to be obtained from multi-year procurement compared at prime and subcontractor levels
AD-655815 N67-39769 02-M2

Total package procurement concept
AD-655814 N67-40140 02-M2

Management and utilization of research equipment in Federal government laboratories
N67-40547 02-M2

PRODUCT DEVELOPMENT

Effort classification using DOD development categories in program management
A64-22583 02-M1

Developing, controlling and packaging approach to critical element of software schematic noting mechanical, electrical and hydraulic functions
A66-13798 02-M1

Development management and cost control in British defense economy
A66-17487 02-M1

Cost analysis for large scale development/production programs
AAS PAPER 66-148 A67-20968 02-M1

Research and development for better manufacturing emphasizing hydrothermal growth of ruby crystal
A67-22143 02-M3

PRODUCTION MANAGEMENT

Book presenting a survey of advances in inventory management with emphasis on problem solving and specific applications
A63-13078 02-M1

Progress function in the aircraft and aerospace industries evaluated, discussing applications of this predictive model to production planning
A63-26012 02-M4

Bell helicopter company management planning, execution, evaluation and control, using a total information system
A64-16049 02-M1

Network technique for application of individual and overall time-planning to aircraft design and development
A65-20691 02-M4

Management planning and economics of aircraft production
FTD-TT-63-1121/1+2 N65-82345 02-M9

Bibliography on industrial technology for metal working processes - Factory management and production engineering
W-94 N66-19673 02-M9

Automated operational management of industrial production processes - conference on cybernetics
N66-24515 02-M1

Research-development and production combined

contract with cost and risk-taking considerations
N66-36538 02-M2

Cost analysis for large scale development/production programs
AAS PAPER 66-148 A67-20968 02-M1

Management control system for technical, production, financial and contractual management of large scale or technical industry programs
AAS PAPER 67-153 A67-29969 02-M1

Application of digital computer control systems in industry
JPRS-39895 N67-21172 02-M9

Mathematical approaches to inventory management and production control
N67-81516 02-M1

PRODUCTION PLANNING

Learning curve theory proposes that as total quantity of units manufactured doubles, hours per unit /reflecting cost/ decline at some constant percentage
A64-25355 02-M1

Nonsubstitution and nonswitching theorems used in mathematical model for production with fixed capital - Economics of management planning
TR-135 N66-15167 02-M4

Mathematical formulation of simplified production planning model
JPRS-33613 N66-15196 02-M4

Program of economic production of goods in multi-sector economy with given amounts of labor for optimization of utility sequences and profits
ORC-66-11 N66-29268 02-M8

Maximum principle theory applied to production and inventory control
RR-108 N67-40062 02-M1

PROGRAM MANAGEMENT

Discussion of advantages of program evaluation and technical review PERT as valid management technique in Dyna-Soar project
A63-10806 02-M4

Relationship between science, technology and management
A63-16581 02-M7

Management control and monitoring techniques in terms of policy determination and operation philosophy in the engineering department
A63-23238 02-M4

Management techniques applicable to systems tests programs, specifically Airborne Long Range Input /ALRI/ test program
A64-16870 02-M4

Developments affecting aerospace management, detailing objectives of Project Definition Phase /PDP/
AIAA PAPER 64-516 A64-19984 02-M7

Fundamental organizational precepts for effective aerospace management system and multiprogram environment
SAE PAPER 926C A65-12837 02-M2

Role in management of specification trees portraying interrelationship of requirement documents, specifications and standards applicable to particular program
A67-34671 02-M4

Observations on the management of space electronic programs
YM-12981 A67-38215 02-M9

A GM-69A program-management system using CRT display for PERT/Time and Cost Control data translation
AIAA PAPER 67-920 A67-43019 02-M4

PROGRAM PLANNING

Approach to control of fiscal and technical progress for multiple unrelated engineering projects
SAE PAPER 576B A63-10176 02-M1

Aspects of program phasing, dictating the need for total configuration control in terms of design and data interface and concurrency concept considerations
A63-23260 02-M1

PROLOG - Computer program for project management
UCRL-10491 N63-11798 02-M1

Program management techniques, including missile flow plan, showing sequence of completion of subassemblies and components, at Martin Orlando
A64-14704 02-M1

Project Definition Phase /PDP/ method of contracting, noting system trade-offs among cost, performance and schedules
A64-19731 02-M2

Risk Appraisal of Programs System /RAPS/

SUBJECT INDEX

PROJECT MANAGEMENT

- providing new basis for reliability assurance and management action
AIAA PAPER 64-406 A64-19891 02-M1
- Long range planning of Rocketdyne, a major component manufacturer which provides rocket propulsion assemblies
AIAA PAPER 64-404 A64-19985 02-M1
- Project definition effect on aerospace system management
AIAA PAPER 64-405 A64-20063 02-M1
- Program control techniques to assist management planning, scheduling, performance analysis and cost control
A64-21607 02-M1
- Operations research for program planning
ONR-ACR/NAR-27 N64-32217 02-M3
- Management technique to monitor and control research tasks relative to costs and scheduled objectives
SAE PAPER 926A A65-12838 02-M4
- Matrix type approach for planning and measuring technical progress, examining equipment maturity and test risks
A65-23612 02-M4
- Model system safety program and management aspects of aerospace system safety engineering
A65-31586 02-M1
- Bibliography on long range planning in aerospace technology and Defense Industry
LMSC-5-10-65-3 N65-19831 02-M9
- Critical path planning techniques to produce network showing project activities - Aid to management in control of activities and computer applications
AERE-M-1280 N65-23231 02-M4
- Workshop scheduling or machine loading procedure to minimize completion time, workshop idle time, and average job time - Management planning
AERE-M-1568 N65-29233 02-M4
- Management techniques for computer programming in command and control systems
SDC-TM-903/00/02 N65-82741 02-M4
- Computerized tools and constant analysis for real time experiment flight management planning system
A66-11638 02-M1
- Factors in shaping policy for aerospace activity, stressing role of scientist
A66-18551 02-M7
- NASA management, budgetary problems, controversy of incentives system, etc.
A66-41047 02-M7
- Schedule analysis procedure for use with time schedule of research and development programs
TG-397 N66-22554 02-M4
- Estimating resource requirements of manned space flights - Typical flight plan, cost estimation calculation, management planning, and resource implications of some NASA projects
P-3382 N66-33837 02-M1
- PERT - Generalized network approach to research project planning
N66-80779 02-M4
- Mathematical modeling technique for information systems management
R-4003-1 N66-87830 02-M4
- Configuration management, method for current and precise documentation which attempts to assure customer and builder that final hardware is what they agreed on
A67-14424 02-M1
- Quality Evaluation Review Technique /QERT/ for management facilitation of program planning and scheduling, noting time and cost estimation
A67-17246 02-M4
- Experiment selection process for specific flights in Apollo Applications Program /AAP/, using algorithms
AAS PAPER 66-142 A67-20967 02-M1
- Management methods in military equipment development to be used with aircraft
A67-24655 02-M4
- Planning and decision-making system in technological evolution and revolution
A67-27506 02-M9
- Management of aerospace programs - AAS Conference, University of Missouri, November 1966
A67-27545 02-M1
- Project initiation emphasizing market, product /design, cost and timing/ and resources to market product
A67-29667 02-M7
- Advanced space vehicle planning analyzed from economic approach to decision making, noting cost decrease with time
A67-29833 02-M1
- Space project management noting job definition and organization for implementation and control
A67-31630 02-M1
- Management of aerospace programs, discussing budgeting and contracting procedures
A67-35879 02-M1
- National space program planning viewpoint of Executive Branch of Federal Government
AIAA PAPER 67-628 A67-37619 02-M9
- Optimal control of ship routes, education in control engineering, theoretical mathematics studies, and biological and physical researches by U.S. Naval Postgraduate School Staff
N67-80945 02-M4
- Operations research for effective program planning of space missions
MR-0-120 N67-85872 02-M1
- PROGRAM TREND LINE ANALYSIS**
Management of aerospace programs - AAS Conference, University of Missouri, November 1966
A67-27545 02-M1
- PROJECT DEFINITION PHASE (PDP)**
Project Definition Phase /PDP/ method of contracting, noting system trade-offs among cost, performance and schedules
A64-19731 02-M2
- Developments affecting aerospace management, detailing objectives of Project Definition Phase /PDP/
AIAA PAPER 64-516 A64-19984 02-M7
- Project definition effect on aerospace system management
AIAA PAPER 64-405 A64-20063 02-M1
- Tactical Avionics System Simulator /TASS/ provides Government with yardstick of measuring power in Program Definition Phase /PDP/ environment
A65-25151 02-M4
- Defense procurement procedures and task of project manager
A67-29668 02-M1
- Space project management noting job definition and organization for implementation and control
A67-31630 02-M1
- PROJECT MANAGEMENT**
PERT in Dyna-Soar - Project management
IAS PAPER NO. 62-160 N62-13353 02-M4
- Recent reorganization of the army as a result of which the Army Materiel Command will integrate materiel functions
A63-16588 02-M1
- Formation and management of Army Department programs
A63-16589 02-M1
- Government-industry program management, referring to Redstone, Jupiter IRBM, Explorer and Juno series, Pershing and Saturn
A63-16590 02-M1
- PROLOG - Computer program for project management
UCRL-10491 N63-11798 02-M1
- Scientific management - Reliability testing
TR-67 N63-21721 02-M1
- Program management techniques, including missile flow plan, showing sequence of completion of subassemblies and components, at Martin Orlando
A64-14704 02-M1
- Project cost control system, defining roles and interrelationships of controller, line management and project management, at Raytheon Wayland Laboratory
A64-14705 02-M4
- Mathematical analysis of assumptions of Program Evaluation and Review Technique /PERT/
A64-15227 02-M4
- PERT provides faster information flow, appraisal of progress and management control
A64-22985 02-M4
- Project COMET - Advanced computer techniques and management methods
AD-276938 N64-84874 02-M4
- PRESS /Project Review, Evaluation and Scheduling System/Critical path technique of project analysis and review
A65-10378 02-M4
- PERT project monitoring device for schedule production and maintenance
A65-11942 02-M4
- Program management, control and integration of large aggregations of resources outside traditional flows of authority and responsibility
A65-29269 02-M1
- Independent research management
A66-35534 02-M3
- Generalized system for project control and evaluation, considering cost, time, performance and reliability
A66-41777 02-M1

PROJECT PLANNING

- PERT-C - extension of PERT to multi-project and functional management
AD-417333 N66-80359 02-M4
- Management aspects of design and development of Gemini spacecraft noting program organization, management techniques and personnel motivation
AAS PAPER 66-158 A67-20975 02-M1
- Management methods in military equipment development to be used with aircraft
A67-24655 02-M4
- Improvements in management control of complex projects, considering network analysis
A67-24656 02-M1
- Management of aerospace programs - AAS Conference, University of Missouri, November 1966
A67-27545 02-M1
- Project initiation emphasizing market, product /design, cost and timing/ and resources to market product
A67-29667 02-M7
- Defense procurement procedures and task of project manager
A67-29668 02-M1
- Analysis of management methods applicable to aerospace industry, considering introduction of integrated information systems
A67-29669 02-M7
- Critical Path Analysis /CPA/ system based on network techniques, coordinating separate development programs of ELDO member states
A67-30223 02-M4
- Space project management noting job definition and organization for implementation and control
A67-31630 02-M1
- Evaluation of critical path method for scheduling transuranium processing plant
ORNL-3925 N67-21816 02-M4
- PROJECT PLANNING**
- Monte Carlo methods in solving PERT management planning problems, treating project schedules as directed acyclic network
A64-11217 02-M4
- PUBLIC RELATIONS**
- Factors in shaping policy for aerospace activity, stressing role of scientist
A66-18551 02-M7
- Project initiation emphasizing market, product /design, cost and timing/ and resources to market product
A67-29667 02-M7

R

R AND D MANAGEMENT

- Problems encountered in the management of Defense Research and Development
A63-16584 02-M3
- Problems of managing an independent laboratory
A63-18271 02-M3
- Congressional Hearings on systems development and management
N63-11213 02-M1
- Congressional Hearings on systems development and management
N63-11214 02-M1
- Congressional Hearings on systems development and management
N63-11215 02-M1
- Congressional Hearings on systems development and management
N63-11216 02-M1
- Congressional Hearings on systems development and management
N63-11217 02-M1
- Program control techniques to assist management planning, scheduling, performance analysis and cost control
A64-21607 02-M1
- PERT provides faster information flow, appraisal of progress and management control
A64-22985 02-M4
- Industrial laboratory management, considering technicians, maintenance and equipment
A64-23238 02-M3
- Career development of federal scientists and engineers and other aspects of scientific personnel administration
N64-21601 02-M5
- Survey of scientific research in United States
N64-27208 02-M3
- Constrained and unconstrained solutions to resource allocation in research and development projects, using PERT/cost model
A65-11940 02-M4
- Management technique to monitor and control research tasks relative to costs and scheduled objectives
SAE PAPER 926A A65-12838 02-M4
- NASA and Defense Department space program organization and management with discussion of systems concepts
A65-21357 02-M1

SUBJECT INDEX

- Schedule, cost and performance /SCOPE/ computer aided management system for budget and schedule control of complex programs R and D
A65-24155 02-M3
- Research and Development Effectiveness /RDE/ computerized planning program, utilizing analytical techniques in management of research and development resources
A65-29270 02-M3
- Effectiveness of research and development procurement efforts in field of airborne targetry
ATL-TR-64-70 N65-86414 02-M3
- Research and Development Effectiveness /RDE/ computerized planning program, utilizing analytical techniques in management of research and development resources
A66-19461 02-M3
- Research development effectiveness evaluation, with computer determining resource allocation
A66-26033 02-M3
- Total value concepts applied in system effectiveness analysis are helping Contract Definition type contracts meet cost effectiveness requirements
A66-34251 02-M2
- Annotated bibliography on R and D management with book abstracts
A66-37732 02-M9
- Time allocation among engineers and scientists in research and development projects - Management of science and technology
REPT.-131-65 N66-13617 02-M3
- Schedule analysis procedure for use with time schedule of research and development programs
TG-397 N66-22554 02-M4
- Measurements standards and instrument calibration program for research and development laboratory
SC-DC-66-1491 N66-32852 02-M3
- Research-development and production combined contract with cost and risk-taking considerations
N66-36538 02-M2
- Behavioral sciences approach to organization, productivity, and personnel management at Office of Aerospace Research
N66-84247 02-M3
- Ancillary benefits of automated R and D resources allocation system used as aid to management of USAF laboratory include data retrieval and effective management planning
ASME PAPER 66-WA/MGT-18 A67-15336 02-M3
- Critical path time cost scheduling for research and development projects
ORNL-4112 N67-33183 02-M3
- Management and utilization of research equipment in Federal government laboratories
N67-40547 02-M2
- Organizational behavior and performance prediction in R and D management
AD-641423 N67-81120 02-M3
- Methodology for evaluating and managing development programs - manual
N67-82721 02-M1
- Organizational behavior in R and D management
AD-645016 N67-82994 02-M5
- Taxation, finance, and competition factors that affect innovation and invention policies of government and industry
N67-85833 02-M9
- RESEARCH AND DEVELOPMENT**
- Effect of public law 87-653 on R and D contracts
A63-18030 02-M2
- Economic and social implications of science and technology - summaries
NSF-66-21 N66-87784 02-M9
- Mathematical modeling technique for information systems management
R-4003-1 N66-87830 02-M4
- Economics of scientific research and development, management and organizational planning, and optimal parameter for evaluating research efforts
JPRS-41188 N67-85937 01-M8
- RESEARCH ENVIRONMENT**
- Decision making, rewards, type of work, communication, and interpersonal relationships in studying creativity in context of organizations in advanced modern social system
AD-635261 N66-37074 02-M5
- Taxation, finance, and competition factors that affect innovation and invention policies of government and industry
N67-85833 02-M9
- RESEARCH MANAGEMENT**
- Scoring and profitability mathematical models for

SUBJECT INDEX

SIMULATION

evaluating and allocating limited engineering manpower resources to projects A65-34621 02-M4

Independent research management A66-35534 02-M3

RESEARCH PROJECT

Results of field test of procedure for evaluating research projects A64-23347 02-M3

Time allocation among engineers and scientists in research and development projects - Management of science and technology REPT.-131-65 N66-13617 02-M3

PERT - Generalized network approach to research project planning N66-80779 02-M4

Economic and social implications of science and technology - summaries NSF-66-21 N66-87784 02-M9

RESOURCE ALLOCATION

Qualitative and Quantitative Personnel Requirement Information /QQPRI/ MRL-TDR-62-4 N63-13146 02-M4

Scientific management - Reliability testing TR-67 N63-21721 02-M1

Annotated bibliography on long range planning and technological forecasting SRB-63-12 N64-22200 02-M9

Constrained and unconstrained solutions to resource allocation in research and development projects, using PERT/cost model A65-11940 02-M4

Extension and evaluation of PERT and CPM /Critical Path Method/ as tools for scheduling design and development work of engineering personnel A65-22760 02-M4

Research and Development Effectiveness /RDE/ computerized planning program, utilizing analytical techniques in management of research and development resources A65-29270 02-M3

Scoring and profitability mathematical models for evaluating and allocating limited engineering manpower resources to projects A65-34621 02-M4

Bibliography on long range planning in aerospace technology and Defense Industry LMSC-5-10-65-3 N65-19831 02-M9

Operational research techniques applied to procurement and capital investment programs of aviation industry A66-10341 02-M1

Computerized tools and constant analysis for real time experiment flight management planning system A66-11638 02-M1

Research and Development Effectiveness /RDE/ computerized planning program, utilizing analytical techniques in management of research and development resources A66-19461 02-M3

Research development effectiveness evaluation, with computer determining resource allocation A66-26033 02-M3

Time allocation among engineers and scientists in research and development projects - Management of science and technology REPT.-131-65 N66-13617 02-M3

Management scheduling and resource allocation system for UNIVAC LARC Computer DTMB-1796 N66-17591 02-M4

Computer programming management - Transitional analysis of cost estimation techniques TM-2712/000/00 N66-29484 02-M4

Allocation of scientific effort - Analytic framework of specified policy objectives and model for allocation of scientific personnel between teaching and research RM-4339-PR N66-30520 02-M9

Estimating resource requirements of manned space flights - Typical flight plan, cost estimation calculation, management planning, and resource implications of some NASA projects P-3382 N66-33837 02-M1

Advanced feedback system simulation technique for strategic planning in business, noting manpower allocation A67-14498 02-M4

Ancillary benefits of automated R and D resources allocation system used as aid to management of USAF laboratory include data retrieval and effective management planning ASME PAPER 66-WA/MGT-18 A67-15336 02-M3

Quality Evaluation Review Technique /QERT/ for management facilitation of program planning and scheduling, noting time and cost estimation

A67-17246 02-M4

Critical Path Analysis /CPA/ system based on network techniques, coordinating separate development programs of ELDD member states A67-30223 02-M4

Economic considerations of space operations noting cost identification, program planning, maximum utilization, etc. A67-35648 02-M8

Cost estimating techniques for military and NASA programs, comparing spacecraft resource forecasting with expenditure estimates AIAA PAPER 67-809 A67-42966 02-M4

Critical path time cost scheduling for research and development projects ORNL-4112 N67-33183 02-M3

Economics of scientific research and development, management and organizational planning, and optimal parameter for evaluating research efforts JPRS-41188 N67-85937 01-M8

S

SAFETY MANAGEMENT

Model system safety program and management aspects of aerospace system safety engineering A65-31586 02-M1

Safety education, management process and aerospace accidents A66-10073 02-M1

Air Force system safety management progress in issuance of new instruction manuals and in revision of system specifications A66-10074 02-M1

Safety and management in aerospace industry, noting importance of military specification A66-10075 02-M1

Aircraft accident prevention dynamics and data recording role noting repetitive casual factors, limitations and information loss A67-32218 02-M9

SIMULATION

Simscrip - Simulation model for computer program RM-3778-PR N63-19347 02-M4

Monte Carlo methods in solving PERT management planning problems, treating project schedules as directed acyclic network A64-11217 02-M4

Information system simulation and modeling techniques MITRE-SS-7 N64-82043 02-M4

Constrained optimization model for measuring system performance and controlling simulation for system design A65-10517 02-M4

Tactical Avionics System Simulator /TASS/ provides Government with yardstick of measuring power in Program Definition Phase /PDP/ environment A65-25151 02-M4

Computer simulation model for organization theory - Initial nucleus structure, building blocks, language, model testing, and relation to empirical data TR-8 N65-23091 02-M4

Mathematical simulation model of industrial situation, discussing random numbers and selection of truck time interval A66-21321 02-M4

Book on systems and simulation including mathematics of simulator, random processes, industrial systems, traffic and cargo problems, etc A66-31739 02-M4

Inventory control under stochastic lead time and stochastic demand AD-620921 N66-11335 02-M4

Advanced feedback system simulation technique for strategic planning in business, noting manpower allocation A67-14498 02-M4

Hybrid simulators used for aerospace and military programs consisting of analog computers, digital computers and interface units for handling data flow A67-33635 02-M4

Algorithms for computing cumulative distribution of completion times of PERT networks AROD-4721-4 N67-10520 02-M4

Large scale computer based simulations for processing information in large scale operations TM-1128/100/00 N67-15410 02-M4

Information systems simulation and modeling techniques, study of large organizations by computers, and environmental simulation for studying human behavior N67-80496 02-M4

STATISTICAL ANALYSIS

- Monte Carlo method for program evaluation - PERT project
RM-3367-PR N63-15702 02-M4
- Model designed to explain research and development decision of firms A64-23346 02-M3
- Learning curve theory proposes that as total quantity of units manufactured doubles, hours per unit /reflecting cost/ decline at some constant percentage A64-25355 02-M1
- Airline management using Electronic Data Processing /EDP/ and other systems for planning, inventory, maintenance, automatic reservation, etc A65-16855 02-M4
- Engineering symposium on advancement in state-of-the-art - Cost estimate, economics and applications
AD-616516 N65-32701 02-M1
- Inventory control under stochastic lead time and stochastic demand
AD-620921 N66-11335 02-M4
- Automated operational management of industrial production processes - conference on cybernetics N66-24515 02-M1
- Equations for estimating costs of computer program production
TM-2918/000/00 N66-39602 02-M4
- Book on Monte Carlo method, method of statistical trials A67-14256 02-M4
- Management handbook for estimation of computer programming costs
TM-3225/000/01 N67-84813 02-M1

SUBCONTRACTS

- Cost estimate of savings to be obtained from multi-year procurement compared at prime and subcontractor levels
AD-655815 N67-39769 02-M2

SYSTEMS ANALYSIS

- Book on the methodology of systems engineering, including problems of definition, goal setting, synthesis, analysis and choosing A63-13246 02-M1
- Major concepts involved in engineering and management of man-made systems and man-machine systems A63-16893 02-M1
- Cost-benefit analysis, an aid to system selection SP-201 N63-12833 02-M1
- Monte Carlo method for program evaluation - PERT project
RM-3367-PR N63-15702 02-M4
- Command and control system analysis
R-RD-1539-TR1 N63-17425 02-M1
- Effort classification using DOD development categories in program management A64-22583 02-M1
- Qualitative and quantitative aspects of systems analysis in industrial engineering with examples of design flow chart and system network diagram A64-25354 02-M1
- Constrained optimization model for measuring system performance and controlling simulation for system design A65-10517 02-M4
- Text on correlation requirements for technical data for systems engineering and support A65-19756 02-M1
- Systems engineering definition, structure and functions A65-25155 02-M1
- Model system safety program and management aspects of aerospace system safety engineering A65-31586 02-M1
- Integration of management techniques - systems analysis, interface, change control, progress charts, and scheduling N65-23971 02-M4
- Rationale for systems effectiveness in Air Force Systems Command A66-23435 02-M1
- Book on systems and simulation including mathematics of simulator, random processes, industrial systems, traffic and cargo problems, etc A66-31739 02-M4
- System analysis as management tool, noting application in aviation A66-37972 02-M4
- Administrative considerations in systems effectiveness programs
SAE PAPER 660731 A67-10631 02-M1
- Experiment selection process for specific flights in Apollo Applications Program /AAP/, using algorithms
AAS PAPER 66-142 A67-20967 02-M1

- Commuter airline planning using systems analysis to examine technical, managerial, legal and economic aspects
AIAA PAPER 67-843 A67-42981 02-M1
- Systems analysis and design of information systems
SP-2655 N67-83219 02-M1

SYSTEMS DESIGN

- Major concepts involved in engineering and management of man-made systems and man-machine systems A63-16893 02-M1
- Effort classification using DOD development categories in program management A64-22583 02-M1
- Constrained optimization model for measuring system performance and controlling simulation for system design A65-10517 02-M4
- Value control and cost effectiveness for design A65-23604 02-M1
- Tactical Avionics System Simulator /TASS/ provides Government with yardstick of measuring power in Program Definition Phase /PDP/ environment A65-25151 02-M4
- Systems engineering definition, structure and functions A65-25155 02-M1
- Air Force system safety management progress in issuance of new instruction manuals and in revision of system specifications A66-10074 02-M1
- Group dynamics approach to resistance or counterpart of planning, conversion and management of automatic data processing systems design
ASME PAPER 66-WA/MBT-10 A67-15334 02-M5
- Systems approach as systematic investigation of research, engineering and management activities for technological or sociological gain A67-27513 02-M7
- Advanced space vehicle planning analyzed from economic approach to decision making, noting cost decrease with time A67-29833 02-M1
- Economic, management, and retrieval aspects of information systems N67-39410 02-M1
- Systems analysis and design of information systems
SP-2655 N67-83219 02-M1
- Management information systems design and implementation
AD-646851 N67-83225 02-M1

SYSTEMS EFFECTIVENESS

- Evaluation and future of cost effectiveness management A66-10052 02-M1
- System engineering methodologies to show how prediction of human error leads to higher system performance reliabilities A66-10117 02-M5
- Rationale for systems effectiveness in Air Force Systems Command A66-23435 02-M1
- Methodology of systems effectiveness based on reliability, maintainability, value, safety and human engineering disciplines A66-23436 02-M1
- Systems effectiveness through design function management, noting necessity of decision guide activities A66-23441 02-M1
- Human factors and system effectiveness, noting role of customer project officer, contractor engineering manager and human factor specialist A66-23445 02-M1
- System effectiveness in manned space program through correct management decisions A66-37974 02-M1
- Administrative considerations in systems effectiveness programs
SAE PAPER 660731 A67-10631 02-M1
- Experiment selection process for specific flights in Apollo Applications Program /AAP/, using algorithms
AAS PAPER 66-142 A67-20967 02-M1
- Management control system for technical, production, financial and contractual management of large scale or technical industry programs
AAS PAPER 67-153 A67-29969 02-M1

SYSTEMS ENGINEERING

- Book on the methodology of systems engineering, including problems of definition, goal setting, synthesis, analysis and choosing A63-13246 02-M1
- Text on correlation requirements for technical data for systems engineering and support A65-19756 02-M1

NASA and Defense Department space program organization and management with discussion of systems concepts A65-21357 02-M1
 Systems engineering definition, structure and functions A65-25155 02-M1
 Software configuration management by engineering methods, considering application to Automatic Support Equipment /ASE/ for Saturn S-IVB stage A67-14221 02-M1
 Interface management of aerospace systems noting associated disciplines, documentation, contractor interrelationships and procuring agencies
 AAS PAPER 66-159 A67-20976 02-M1
 A FSCM 375-5 as methodology for system engineering, discussing management, documentation, applications, development operation, design, etc A67-33494 02-M1
 Control engineering in systems management applied to missile control and guidance A67-33636 02-M1

SYSTEMS MANAGEMENT

Major concepts involved in engineering and management of man-made systems and man-machine systems A63-16893 02-M1
 Congressional Hearings on systems development and management N63-11213 02-M1
 Congressional Hearings on systems development and management N63-11214 02-M1
 Congressional Hearings on systems development and management N63-11215 02-M1
 Congressional Hearings on systems development and management N63-11216 02-M1
 Congressional Hearings on systems development and management N63-11217 02-M1
 Management techniques applicable to systems tests programs, specifically Airborne Long Range Input /ALRI/ test program A64-16870 02-M4
 Project definition effect on aerospace system management AIAA PAPER 64-405 A64-20063 02-M1
 Program control techniques to assist management planning, scheduling, performance analysis and cost control A64-21607 02-M1
 Advantages of preplanned management of ICBM system or space system A64-22617 02-M1
 Program control oriented to systems management A64-23348 02-M1
 PERT application to management of Air Force C-141A Starlifter Program A65-13346 02-M4
 Text on correlation requirements for technical data for systems engineering and support A65-19756 02-M1
 NASA and Defense Department space program organization and management with discussion of systems concepts A65-21357 02-M1
 Program Evaluation Review Technique /PERT/ developed for X-20 program A65-24537 02-M4
 Integration of management techniques - systems analysis, interface, change control, progress charts, and scheduling N65-23971 02-M4
 Air Force system safety management progress in issuance of new instruction manuals and in revision of system specifications A66-10074 02-M1
 Safety and management in aerospace industry, noting importance of military specification A66-10075 02-M1
 Rationale for systems effectiveness in Air Force Systems Command A66-23435 02-M1
 Methodology of systems effectiveness based on reliability, maintainability, value, safety and human engineering disciplines A66-23436 02-M1
 Systems effectiveness through design function management, noting necessity of decision guide activities A66-23441 02-M1
 Data processing approach for management control of aircraft manufacture SAE PAPER 660205 A66-26391 02-M1
 General purpose approach to real time direct access management information systems - AESOP MTP-33 N66-36541 02-M1
 Administrative considerations in systems effectiveness programs

SAE PAPER 660731 A67-10631 02-M1
 Interface management of aerospace systems noting associated disciplines, documentation, contractor interrelationships and procuring agencies
 AAS PAPER 66-159 A67-20976 02-M1
 Management of aerospace programs - AAS Conference, University of Missouri, November 1966 A67-27545 02-M1
 A FSCM 375-5 as methodology for system engineering, discussing management, documentation, applications, development operation, design, etc A67-33494 02-M1
 Hybrid simulators used for aerospace and military programs consisting of analog computers, digital computers and interface units for handling data flow A67-33635 02-M4
 Existing system management techniques adapted to computer programs for system compatibility, design integrity, and technical control ESD-TR-67-205 N67-28911 02-M1
 Economic, management, and retrieval aspects of information systems AFOSR-67-1998 N67-39410 02-M1

T

TECHNICAL MANAGEMENT

Discussion of a management program for evaluation of aerospace systems design - Orbiting Geophysical Observatory /OGO/ is used as an example A63-13537 02-M1
 Complexity of modern technology, the confusion resulting from its rapid growth and the planning necessary for our welfare A63-16580 02-M7
 Air Force maintenance technical data system AMRL-TDR-62-85 N63-10094 02-M1
 Relationship between basic skills of economists and behavioral scientists in regard to management decisions SAE PAPER 926B A65-12839 02-M1
 Developing, controlling and packaging approach to critical element of software schematic noting mechanical, electrical and hydraulic functions A66-13798 02-M1
 Selection, flow and transference of technology in large electronics aerospace firm, noting methodology, planning, market area selection, etc A66-30400 02-M1
 Planning and decision-making system in technological evolution and revolution A67-27506 02-M9
 Management aspects of technological capability within large hardware systems business A67-28697 02-M1
 Management control system for technical, production, financial and contractual management of large scale or technical industry programs AAS PAPER 67-153 A67-29969 02-M1
 Role in management of specification trees portraying interrelationship of requirement documents, specifications and standards applicable to particular program A67-34671 02-M4

V

VALUE ENGINEERING

Value engineering covering organization, scope, implementation and application A64-19725 02-M1
 Performance measurement of value engineering groups A64-19728 02-M1
 Value engineering efforts assessed, detailing organization, rating system and report content A64-19729 02-M1
 Project Definition Phase /PDP/ method of contracting, noting system trade-offs among cost, performance and schedules A64-19731 02-M2
 Developments affecting aerospace management, detailing objectives of Project Definition Phase /PDP/ AIAA PAPER 64-516 A64-19984 02-M7
 Relative cost handbook for making cost comparisons for design alternatives which provide equivalent functions ASTM PAPER 666 A65-19582 02-M4
 Value control and cost effectiveness for

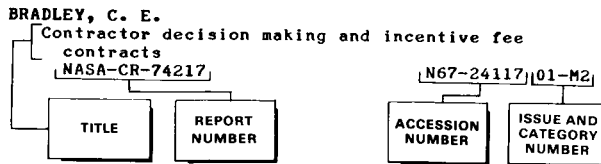
design A65-23604 02-M1
Engineering symposium on advancement in state-of-
the-art - Cost estimate, economics and
applications
AD-616516 N65-32701 02-M1
Value analysis as cost reduction factor, using
production of Bullpup A and B missiles as
example A66-23060 02-M4
Value engineering and configuration management in
management network for system compatibility and
mission success at lowest cost
A66-28436 02-M1
Practical cost reduction possibilities within
aerospace industry A66-33947 02-M4
General purpose approach to real time direct
access management information systems - AESOP
MTP-33 N66-36541 02-M1
Improvements in management control of complex
projects, considering network analysis
A67-24656 02-M1

Personal Author Index

MANAGEMENT / a continuing literature survey

MAY 1968

Typical Personal Author Index Listing



The accession number is located beneath and to the right of the title. e.g. N67-12345. Under any one author's name, the accession numbers are arranged in sequence.

A

- ALLEN, R. H.
A study of the Air Force maintenance technical data system Final report
AMRL-TDR-62-85 N63-10094 02-M1
- ALLEN, T. J.
Research program on the management of science and technology. The allocation among three technical information channels by R and D engineers
REPT.-131-65 N66-13617 02-M3
- ANDRIANOV, D. P.
Management, planning and economics of aircraft production
FTD-TT-63-1121/1+2 N65-82345 02-M9
- ANDRIEN, M. P., JR.
Research program on the management of science and technology. The allocation among three technical information channels by R and D engineers
REPT.-131-65 N66-13617 02-M3
- ARCHIBALD, R. D.
Problems and pitfalls in implementing management information systems.
ASME PAPER 64-WA/MGT-1 A65-13154 02-M1
- ASHCRAFT, W. D.
Scope - Management visibility and control system.
A65-24155 02-M3

B

- BADIN, J., JR.
Group forces - Resistance or counterpart to ADP systems design.
ASME PAPER 66-WA/MBT-10 A67-15334 02-M5
- BAGOT, W. C.
Introduction to Project Logic Planning
UCRL-10491 N63-11798 02-M1
- BAILEY, J. A.
Spares management in the USAF.
A64-22639 02-M1
- BARBER, D. F.
Good management insures progress.
A64-18117 02-M1
- BASS, B. M.
The interface between personnel and organizational psychology
TR-13 N67-84525 02-M5
- BECKWITH, G. S.
Use of Air Force ADP experience to assist Air Force ADP management, phase II. Volume I - Summary, conclusions, and recommendations Final report, 16 Feb. - 15 Dec. 1966
PRC-R-932, VOL. I N67-24975 02-M1
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PRC-R-932, VOL. II N67-25119 02-M1
- BEESON, H. C.
Factors affecting the morale and productivity of engineering personnel
Y-1575 N67-85689 02-M5
- BELL, C. F.
Space logistics - Technology versus management
P-2613 N65-80491 02-M7
- BENNETT, E. M.
AESOP - A general purpose approach to real-time, direct access management information systems
MTP-33 N66-36541 02-M1
- BENNETT, J. J.
The defense industry - Management challenge of the seventies.
ASME PAPER 66-WA/MGT-16 A67-15335 02-M2
- BENNETT, W. G.
Configuration management operating procedures
PUBL-2758 N66-87320 02-M1
- BENSON, F. S., JR.
Project management within the Army Materiel Command.
A63-16588 02-M1
- BERNHARD, R. D.
Providing timely production data.
A64-16049 02-M1
- BERNSTEIN, S.
The impact of project definition on aerospace system management.
AIAA PAPER 64-405 A64-20063 02-M1
- BLACK, R. P.
Transferability of research and development skills in the aerospace industry Final report
R12860 N66-22445 02-M9
- BLACKWELL, B. D.
Development management and cost control.
A66-17487 02-M1
- The initiation of projects.
A67-29667 02-M7
- BLOOM, W.
Managing a development program
N67-82721 02-M1
- BODIN, L. D.
A note on divisible activities in critical path analysis
N67-38062 02-M4
- BORKO, H.
The analysis and design of information systems
SP-2655 N67-83219 02-M1
- BOYD, J. H., JR.
An application of critical path scheduling to design engineering /sans computer/
Y-1480 N65-23854 02-M4
- BRIZENDINE, J. C.
Program management under fixed price contracts.
SAE PAPER 926C A65-12837 02-M2
- BROADSTON, J. A.
Success strategy for technically oriented management.
SAE PAPER 926B A65-12839 02-M1
- BROWN, H.
Management of Defense Research and Development.
A63-16584 02-M3
- BUCK, G. T.
Evaluating R and D effectiveness.
A66-26033 02-M3

- BUILDER, C. H.
Advanced space vehicle planning - An analysis
of the first decade. A67-29833 02-M1
- BURCH, W. D.
Critical-path method for scheduling the
transuranium processing plant - An appraisal
ORNL-3925 N67-21816 02-M4
- BURMEISTER, E.
The nonsubstitution and nonswitching theorems
in a model with fixed capital
TR-135 N66-15167 02-M4
- BURNSNALL, W. J.
Analysis and comparison of spacecraft resources
forecasting techniques for unmanned missions.
AIAA PAPER 67-809 A67-42966 02-M4
- BUSLENKO, N. P.
The Monte Carlo method - The method of
statistical trials. A67-14256 02-M4
- BUTZ, A. R.
Command and control systems analysis Final
report
R-RD-1539-TR1 N63-17425 02-M1

C

- CALUSSEN, N.
Management of computer programming for
command and control systems
SDC-TM-903/00/02 N65-82741 02-M4
- CAMARA, A. W.
MODERN MISER - A critical path and resource
allocation method for the UNIVAC LARC
DTMB-1796 N66-17591 02-M4
- CANTRELL, G. K.
Factors in job-satisfaction - Analysis of
spontaneous comments
SAM-TR-66-57 N66-39790 02-M5
- Factors in job-satisfaction
SAM-TR-66-46 N66-39799 02-M5
- CASEY, I.
Industrial-location theory in the era of
super-cargo aircraft
AD-655695 N67-37187 02-M9
- CAVALCONTE, C.
Laboratory management. A64-23238 02-M3
- CHARNES, A.
Constrained extremization models and their use
in developing system measures.
A65-10517 02-M4
- A multiple-objective chance-constrained
approach to cost effectiveness. A65-24154 02-M4
- Elements of a strategy for making models in
linear programming. A65-25176 02-M4
- Management science and managing
ONR RES. MEMO-53 N63-13737 02-M7
- Data, modeling and decisions
AD-620172 N66-10809 02-M4
- Application of chance-constrained programming
to solution of the so-called **savings and loan
association** type of problem
RAC-P-12 N66-20637 02-M4
- CHASE, W. P.
Measurement and prediction of human
performance as a quantitative factor in system
effectiveness. A66-10117 02-M5
- CHELYVSTKIN, A. B.
Automatic operational management of processes
of production N66-24515 02-M1
- CHENZOFF, A. P.
Guidelines for Training Situation Analysis
/TSA/ Final report
NAVTRADEVCE-1218-4 N66-12122 02-M5
- CHODROW, M. M.
A methodology for the analysis of information
systems Final report
R-4003-1 N66-87830 02-M4
- CHORAFAS, D. N.
Systems and simulation. A66-31739 02-M4
- CICCHETTI, C.
System effectiveness can be achieved in a
manned space program through correct management
decisions. A66-37974 02-M1
- CLAUSEN, I. M.
Risk Appraisal of Programs System /RAPS/
AIAA PAPER 64-406 A64-19891 02-M1
- CLELAND, D. I.
Program management - In theory and in practice.
A65-29269 02-M1

- CLEMENT, R. E.
Operational systems - A current computer
trend. A63-20760 02-M1
- COMPTON, C. J.
Problems in management of aerospace ground
equipment.
SAE PAPER 660686 A67-10590 02-M1
- COOPER, W. W.
Constrained extremization models and their use
in developing system measures.
A65-10517 02-M4
- A multiple-objective chance-constrained
approach to cost effectiveness. A65-24154 02-M4
- Elements of a strategy for making models in
linear programming. A65-25176 02-M4
- Management science and managing
ONR RES. MEMO-53 N63-13737 02-M7
- Data, modeling and decisions
AD-620172 N66-10809 02-M4
- COPPOLA, A.
Good management insures progress. A64-18117 02-M1
- CORNING, M. E.
Country reports on the organization of
scientific research - United States
N64-27208 02-M3
- CRAINE, R. L.
Safety management in Air Force system
developments - A progress report. A66-10074 02-M1
- CREAN, M. J.
PACC - A significant advance in management
control.
AIAA PAPER 64-411 A64-20262 02-M1

D

- DAVIES, H.
Value analysis as a working tool. A66-23060 02-M4
- The management of cost reduction - Method or
myth/ques/ A66-33947 02-M4
- DAVIS, W. A.
Rationale for systems effectiveness in Air
Force Systems Command. A66-23435 02-M1
- DE FRIES, P. J.
On the management of space projects. A67-31630 02-M1
- DEAN, B. V.
Scoring and profitability models for evaluating
and selecting engineering projects. A65-34621 02-M4
- DELL, K. J.
Testing facilities - Potential
profitmakers/ques/ A66-30441 02-M1
- DELLINGER, D. C.
Some economic aspects of reliability and
project management
TR-67 N63-21721 02-M1
- DEMAREE, R. G.
Development of qualitative and quantitative
personnel requirements information Final
report
MRL-TDR-62-4 N63-13146 02-M4
- DENNIS, B. K.
Information problems of engineers in an
industrial organization. A63-18274 02-M9
- DERMAN, C.
Inventory depletion management
TR-2 N65-88394 02-M1
- DIVITA, S. F.
Capability management - An approach to selling
research and development. A66-28435 02-M3
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selling research and development
N66-36539 02-M3
- DOLLIMORE, G. P.
Practical applications of planning development
programmes and new management techniques.
A67-24655 02-M4
- The state of the art in management studies
applicable to aerospace activities. A67-29669 02-M7
- DORRENBACHER, C. J.
Evolution of the systems approach. A67-27513 02-M7
- DRIESSNACK, H. H.
How PERT paid its way in the C-141A Starlifter

- program. A65-13346 02-M4
 DRISCOLL, L. C.
 An approach toward a real-time experiment
 management system. A66-11638 02-M1
 DYMENT, J. T.
 Tools of airline management. A65-16855 02-M4

E

- EISNER, H.
 A generalized network approach to the planning
 and scheduling of a research project
 N66-80779 02-M4
 ELLIS, D. O.
 Systems philosophy. A63-16893 02-M1
 ELSON, J. A.
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 VI - 1954-1965
 PRL-TR-65-23 N66-38220 02-M5
 EPSSTEIN, V. L.
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 description and analysis of information-flow
 schemes in control systems /O prilozhenii
 teorii grafov dlia opisaniia i analiza skhemy
 potokov informatsii v upravliaiushchikh
 sistemakh/. A65-34072 02-M4
 EVANS, G. R.
 Creativity, innovation, and invention - An
 annotated bibliography N64-28451 02-M9

F

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 command and control. A64-21586 02-M1
 Factors that affect the cost of computer
 programming
 ESD-TDR-64-448 N66-11547 02-M1
 FEIST, H. J.
 A systems approach to developing schematics.
 A66-13798 02-M1
 FIELDS, M. E.
 Research and development for better
 manufacturing. A67-22143 02-M3
 FLEISHMAN, T.
 Cost reporting for development of
 information processing systems
 TM-3411/000/00 N67-39492 02-M1
 FOLLEY, J. D., JR.
 Guidelines for Training Situation Analysis
 /TSA/ Final report
 NAVTRADEVCE-1218-4 N66-12122 02-M5
 FOREMAN, A. C.
 Advanced data management experiment.
 A66-22050 02-M1
 FOREMAN, C. W.
 Transferability of research and development
 skills in the aerospace industry Final
 report
 R12860 N66-22445 02-M9
 FRANK, B. H.
 PERT for the engineer. A65-10915 02-M4
 FRANTZ, R. A., JR.
 Project control using PERT. A64-22985 02-M4
 FRY, B. L.
 Selected references on PERT and related
 techniques. A64-14706 02-M9
 Network-type management control systems
 bibliography
 RM-3074-PR N63-15733 02-M9

G

- GALANTIN, I. J.
 The Navy concept of systems effectiveness.
 A66-23436 02-M1
 GALE, D.
 On optimal development in a multi-sector
 economy
 ORC-66-11 N66-29268 02-M8
 GARRETT, B. L.
 The impact of ADP on the future managerial
 environment
 RSIC-438 N66-16001 02-M7
 GARRETT, G. A.
 Management problems of an aerospace computer
 center. A66-23831 02-M1
 GEBHARDT, B.
 A practical data processing approach for

- achieving effective management control of
 aircraft manufacture.
 SAE PAPER 660205 A66-26391 02-M1
 GEISLER, M. A.
 A brief review of Simscript as a simulating
 technique
 RM-3778-PR N63-19347 02-M4
 GELBWAKS, N. L.
 A FSCM 375-5 as a methodology for system
 engineering. A67-33494 02-M1
 GENDELMAN, M. Z.
 Management, planning and economics of aircraft
 production
 FTD-TT-63-1121/1+2 N65-82345 02-M9
 GLATT, E.
 Professional men and women at work - A
 comparative study in a research and
 development organization
 AD-645016 N67-82994 02-M5
 GLENNAN, T. K., JR.
 The usefulness of aerospace management
 techniques in other sectors of the economy
 P-2927 N64-28816 02-M8
 GOLDBERG, B. W.
 A technique for management of multiple
 programs in a medium size engineering
 department.
 SAE PAPER 576B A63-10176 02-M1
 GOLDBERG, N. T.
 MODERN MISER - A critical path and resource
 allocation method for the UNIVAC LARC
 DTMB-1796 N66-17591 02-M4
 GOLDBERG, J. M.
 Research on social consequences of space
 activities
 P-3220 N66-12088 02-M9
 GOLENKO, D. I.
 The Monte Carlo method - The method of
 statistical trials. A67-14256 02-M4
 GOOLSBY, W. W.
 Critical path time-cost scheduling for
 management of research and development
 projects
 ORNL-4112 N67-33183 02-M3
 GORHAM, W.
 An application of a network flow model to
 personnel planning. A64-14703 02-M4
 GOSLIN, L. N.
 A selected annotated bibliography on R and D
 management. A66-37732 02-M9
 GOTTZEIN, E.
 Hybrid simulators - Indispensable for systems
 management /Hybridsimulatoren unerlaesslich
 fuer die Systemfuehrung/. A67-33635 02-M4
 GRADWOHL, A. J.
 Use of Air Force ADP experience to assist
 Air Force ADP management, phase II.
 Volume I - Summary, conclusions, and
 recommendations Final report, 16 Feb. -
 15 Dec. 1966 N67-24975 02-M1
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 Use of Air Force ADP experience to assist
 Air Force ADP management, volume III.
 Phase III - Concept and plan Final
 report, 16 Feb. - 15 Dec. 1966 N67-25118 02-M1
 PRC-R-932, VOL. III
 Use of Air Force ADP experience to assist
 Air Force ADP management, volume II.
 Phase II - Activities Final report,
 16 Feb. - 15 Dec. 1966 N67-25119 02-M1
 PRC-R-932, VOL. II
 GRIFFITHS, L. G.
 How Rolls-Royce uses computers. A67-11199 02-M9
 GROSE, V. L.
 The role of effort classification in system
 design and evaluation. A64-22583 02-M1

H

- HALL, A. D.
 A methodology for systems engineering.
 A63-13246 02-M1
 HALL, M.
 The determinants of investment variations in
 research and development. A64-23346 02-M3
 HALL, N. I.
 Achieving systems effectiveness by design
 function management. A66-23441 02-M1

HAMILTON, J. E.
Experience in data collection. 1 -
Administration and organization for data
collection
AD-242853
N63-81003 02-M1

HANCEY, C.
Safety education and the management process.
A66-10073 02-M1

HANCOCK, J. K.
Apollo Applications Program - Experiment
selection process.
AAS PAPER 66-142
A67-20967 02-M1

HANNAN, R. E.
PERT - The development of experimental
programs for automated training in decision
making
ESD-TDR-63-608
N64-12319 02-M4

HANSSMANN, F.
Operations research in production and
inventory control.
A63-13078 02-M1

HARRIS, D. H.
The impact of microelectronics on the
utilization and training of maintenance
personnel.
A67-34342 02-M5

HARTMAN, B. O.
Factors in job-satisfaction - Analysis of
spontaneous comments
SAM-TR-66-57
N66-39790 02-M5

HATRY, H. P.
Factors in job-satisfaction
SAM-TR-66-46
N66-39799 02-M5

HATRY, H. P.
Cost-benefit analysis as an aid to system
selection
SP-201
N63-12833 02-M1

HAYTHORN, W. W.
First congress on the information system
sciences. Session 7 - Information system
simulation and modelling techniques
MITRE-SS-7
N64-82043 02-M4

HEADLEY, H. R.
Strategic versus tactical planning in modern
business.
A67-14498 02-M4

HEBELER, H. K.
The integration tools of system management
N65-23971 02-M4

HEINZE, K.
Management of computer programming for
command and control systems
SDC-TM-903/00/02
N65-82741 02-M4

HENNESSY, H. D.
Contract proposals - A selected bibliography,
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N64-15674 02-M9

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Cost effectiveness.
A66-23439 02-M4

HERNER, S.
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plain English
AFOSR-67-1998
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HEROLD, A.
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planning in aircraft production /Systematik
zur Anwendung der Netzwerkplanung im
Flugzeugbau/.
A65-20691 02-M4

HILLIER, F. S.
Economic models for industrial waiting line
problems
TR-62
N62-17220 02-M4

HIRSCH, S. R.
Functional flow diagrams - A new tool for
engineering management.
A65-23611 02-M4

HISLOP, S. L.
The economic considerations of space
operations.
A67-35648 02-M8

HOCHWALD, W.
Scope - Management visibility and control
system.
A65-24155 02-M3

HODGES, J. W.
Factors affecting the morale and
productivity of engineering personnel
Y-1575
N67-85689 02-M5

HOUSER, E. A., JR.
Critical path scheduling - A preliminary
literature search
TID-3568/REV. 1/
N62-16407 02-M9

HUDOCK, P. F.
A systems analysis approach to commuter airline
planning.
AIAA PAPER 67-843
A67-42981 02-M1

HUDOCK, R. P.
A systems analysis approach to commuter airline
planning.
AIAA PAPER 67-843
A67-42981 02-M1

INTRILIGATOR, M. D.
Some aspects of the allocation of scientific
effort between teaching and research
RM-4339-PR
N66-30520 02-M9

IRESON, W. G.
Quality cost analysis implementation handbook
AD-631090
N66-87127 02-M9

ISAYEV, E. A.
Administrative efficiency and computers
JPRS-39895
N67-21172 02-M9

J

JACKSON, R. R. P.
Operational research and aviation management.
I - An introduction to operational research.
A65-33159 02-M1

JACOBS, R. M.
The impact of contract incentives on aerospace
programs.
AIAA PAPER 64-409
A64-19982 02-M2

JAGANNATHAN, R.
On the application of the theory of maximum
principle to a production control problem
RR-108
N67-40062 02-M1

JANSSEN, G. F., JR.
A review of progress in the areas of
aeronautical and aerospace spares management.
A64-22640 02-M1

JOHNSON, B. M.
Optimal linear inventory control and first
order exponential smoothing
P-3264-1
N67-10583 02-M1

JOHNSON, E. J.
PERT/PMD project monitoring device.
A65-11942 02-M4

JOHNSON, R. L.
Recent developments affecting aerospace
management.
AIAA PAPER 64-516
A64-19984 02-M7

JOHNSON, W. L.
The management of aerospace programs.
A67-35879 02-M1

JONES, M. V.
Estimating methods and data sources used in
costing military systems
TM-04263
N66-20839 02-M4

K

KADET, J.
PERT for the engineer.
A65-10915 02-M4

KADLEC, V.
Cybernetics and economic management
JPRS-26773
N64-32816 02-M9

KAPRIELIAN, S. P.
NASA management at the crossroads.
A66-41047 02-M7

KARTH, J. E.
Planning the technological /R/ evolution.
A67-27506 02-M9

KAST, F. E.
Science, technology, and management - An
overview.
A63-16581 02-M7

KAUFMANN, A. F.
Need and criteria for measuring effectiveness
of value engineering.
A64-19728 02-M1

KEELER, H. B.
Freedom and control - The dilemma of
creativity in the organizational environment
AD-635261
N66-37074 02-M5

KENNEALLY, W. J.
The role of large-scale simulation in the
program definition phase environment - An
example.
A65-25151 02-M4

KIENE, R. C.
Command and control systems analysis Final
report
R-RD-1539-TR1
N63-17425 02-M1

PERSONAL AUTHOR INDEX

MOYNIHAN, W. R.

KIRBY, M. J. L.
Application of chance-constrained programming
to solution of the so-called **savings and loan
association** type of problem
RAC-P-12 N66-20637 02-M4

KLAMKA, N.
Control - A systems management problem
/Regelung - Ein Systemfuehrungsproblem/.
A67-33636 02-M1

KLEIN, M.
Inventory depletion management
TR-2 N65-88394 02-M1

KLEY, R. R.
An analytical concept for the selection, flow,
and transference of technology in a large
electronics/aerospace firm.
A66-30400 02-M1

KLICK, A. F.
Cost analysis for large scale development/
production programs.
AAS PAPER 66-148 A67-20968 02-M1

KOTTLER, J. L.
The learning curve - A case history in its
application. A64-25355 02-M1

KOZMETSKY, G.
A multiple-objective chance-constrained
approach to cost effectiveness.
A65-24154 02-M4

Management of space enterprises.
AAS PAPER 67-153 A67-29969 02-M1

KREAMER, W. K.
A signal corps concept for multi-project
management
AD-276938 N64-84874 02-M4

KRIEBEL, C. H.
A resume of mathematical research on
information systems
AD-616113 N66-80867 02-M9

L

LA BOLLE, V.
Management of computer programming for
command and control systems
SDC-TM-903/00/02 N65-82741 02-M4

Development of equation for estimating
the costs of computer program production
TM-2918/000/00 N66-39602 02-M4

LA MASTER, C. H.
Critical-path method for scheduling the
transuranium processing plant - An appraisal
ORNL-3925 N67-21816 02-M4

LAINE, M. J.
Configuration management. A67-14424 02-M1

LANDI, D. M.
Optimal linear inventory control and first
order exponential smoothing
P-3264-1 N67-10583 02-M1

LANG, D. W.
The Government's attitude toward profit.
A65-10717 02-M9

LERBINGER, O.
The engineer today - The supply, his
development, needs, status and treatment
N64-83423 02-M5

LESHNER, E.
Value control for system design.
A65-23604 02-M1

LEWIS, D. A.
Inception, design and implementation of a
management information system
AD-646851 N67-83225 02-M1

LIEBERMAN, G. J.
Some further results on inventory depletion
management
TR-3 N65-88396 02-M1

LIFSEY, J. A.
Management techniques applicable to systems
test programs. A64-16870 02-M4

LONGTON, P. A.
Operational research and aviation management.
I - An introduction to operational research.
A65-33159 02-M1

Operational research and aviation management.
II - Procurement and capital investment
programmes. A66-10341 02-M1

LOSEE, J. E.
A study of the Air Force maintenance
technical data system Final report

AMRL-TDR-62-85 N63-10094 02-M1

LUDWIG, F. J.
Systems philosophy. A63-16893 02-M1

M

MAC CRIMMON, K. R.
An analytical study of the PERT assumptions.
A64-15227 02-M4

MACHOL, R. E.
Methodology of system engineering.
A65-25155 02-M1

MAGNUSON, W. G.
Planning for technology. A63-16580 02-M7

MALASKY, S.
Bringing an established program up-to-date.
A64-19725 02-M1

MARKOWITZ, H. M.
A brief review of Simscrip as a simulating
technique
RM-3778-PR N63-19347 02-M4

MARKS, M. R.
Development of qualitative and quantitative
personnel requirements information Final
report
MRL-TDR-62-4 N63-13146 02-M4

MARSH, F. E., JR.
Critical path scheduling - A preliminary
literature search
TID-3568/REV. 1/ N62-16407 02-M9

MAXWELL, F. W.
Computer aids to engineering management and
design - A manager's view.
AIAA PAPER 67-920 A67-43019 02-M4

MAYER, I.
Program management with configuration control.
A63-23260 02-M1

MC CONNELL, L. F.
Classification management at System
Development Corporation
SP-2388 N67-84744 02-M1

MC NAIR, R. J.
Independent research management.
A66-35534 02-M3

MC NEIL, J. F.
Program control systems. A64-21607 02-M1

Program control systems. A64-23348 02-M1

MEDARIS, J. B.
The anatomy of program management.
A63-16590 02-M1

METZ, W. W.
A study of R and D effectiveness of a small
USAF organization employing time, cost, and
performance factors of contracted effort
ATL-TR-64-70 N65-86414 02-M3

MEYER, J. B.
Planning and measuring technical progress.
A65-23612 02-M4

MILLER, B. U.
Scope - Management visibility and control
system. A65-24155 02-M3

MILLER, C. O.
The dynamics of accident prevention
information. A67-32218 02-M9

MITCHELL, G.
A generalized system for project control and
evaluation. A66-41777 02-M1

MITCHELL, J. P.
Current financial considerations in airline
aircraft acquisitions.
SAE PAPER 650244 A65-27269 02-M8

MITCHELL, W. E.
A systems approach to computer programs
ESD-TR-67-205 N67-28911 02-M1

MOLIERI, J. T.
Management control and monitoring
techniques. A63-23238 02-M4

MOORE, C. B.
Use of operations research in the effective
planning of space missions and space programs
MR-0-120 N67-85872 02-M1

MORGAN, C. J.
Operational employment criteria /a space age
management tool/. A64-22617 02-M1

MORGAN, D. E.
Quality cost analysis implementation handbook
AD-631090 N66-87127 02-M9

MOYNIHAN, W. R.
New complexities in R and D procurement.

- MULLER, J. R. A63-18030 02-M2
PACC - A significant advance in management control.
AIAA PAPER 64-411 A64-20262 02-M1
MUNDORFF, G. T. A67-82721 02-M1
Managing a development program
MUNGO, B. B. A67-29668 02-M1
The management of projects.
MURTAUGH, C. K. A67-34671 02-M4
Specification trees - A tool for management.

N

- NANUS, B. A64-21586 02-M1
Cost aspects of computer programming for command and control.
Factors that affect the cost of computer programming
ESD-TDR-64-448 N66-11547 02-M1
NELSON, E. A. N67-39492 02-M1
Cost reporting for development of information processing systems
TM-3411/000/00
Management handbook for the estimation of computer programming costs
TM-3225/000/01 N67-84813 02-M1
NEVRAYEV, V. YU. N67-12014 02-M4
Application of organization control systems
JPRS-38762
NICHOLSON, T. A. J. N65-29233 02-M4
A workshop scheduling procedure
AERE-M-1568
NISHRY, M. J. A65-34621 02-M4
Scoring and profitability models for evaluating and selecting engineering projects.
NOTHERN, L. B. A64-22985 02-M4
Project control using PERT.
NUTT, A. B. A65-29270 02-M3
An approach to research and development effectiveness.
An approach to research and development effectiveness. A66-19461 02-M3
Ancillary benefits of an automated R and D resources allocation system.
ASME PAPER 66-WA/MGT-18 A67-15336 02-M3

O

- OBBERBECK, T. E. N67-80945 02-M4
A mathematical model of long-range planning
OBRIEN, J. J. A65-22760 02-M4
Project scheduling - The second generation.
OGREEN, F. W. N66-87320 02-M1
Configuration management operating procedures
PUBL-2758
OKEEFE, J. K. A64-25354 02-M1
An introduction to systems analysis.
OLDEG, H. W. A67-20975 02-M1
Gemini program management.
AAS PAPER 66-158

P

- PAIGE, H. W. A64-19891 02-M1
Risk Appraisal of Programs System /RAPS/
AIAA PAPER 64-406
PAPENDIECK, A. N67-13766 02-M4
Network planning technique. A survey on the methods of CPM and PERT
/Netzplantechnik. Eine Übersicht über die Verfahren CPM und PERT/.
DLR-MITT.-66-12
PASK, G. N66-86457 02-M5
The logic and behaviour of self organising systems as illustrated by the interaction between men and adaptive machines
AD-633003
PATERSON, S. F. A65-10378 02-M4
PRESS - The poor man's PERT.
PEACE, T. E.
Use of operations research in the effective

- planning of space missions and space programs
MR-0-120 N67-85872 02-M1
PELZ, D. C. N62-16582 02-M5
Time and influence factors in laboratory management, as related to performance
Interim technical report
AROD-0010-6
PERRY, G. H. N66-33635 02-M1
Computerization - Some implications for decision making
SP-2487
PETROVA, L. G. N65-30279 02-M9
Problems of the mechanization of management work
POKORNEY, J. L. N67-28911 02-M1
A systems approach to computer programs
ESD-TR-67-205
POLETTI, G. A64-23349 02-M4
The diffusion of network techniques throughout government publications.
POLGAR, E. A. A65-18723 02-M2
A model for determination of incentive fee.
POLSKI, J. R. A64-19891 02-M1
Risk Appraisal of Programs System /RAPS/
AIAA PAPER 64-406
POPPER, H. A67-28697 02-M1
The profitable nursing of new technologies in a large hardware systems business.
POUND, W. H. A64-23347 02-M3
Research project selection - Testing a model in the field.

R

- RALPH, J. A. A66-37974 02-M1
System effectiveness can be achieved in a manned space program through correct management decisions.
RAND, K. R., JR. N66-11335 02-M4
Inventory control under stochastic lead time and stochastic demand
AD-620921
RATH, G. J. N64-12319 02-M4
PERT - The development of experimental programs for automated training in decision making
ESD-TDR-63-608
REAM, N. J. A64-16010 02-M1
On-line management information. I - Planning a system.
REEBIE, R. S. A66-29801 02-M1
Management - The greatest change in railroading with innovation oriented to the logistics market and return on investment.
REED, A. V. N. A66-17487 02-M1
Development management and cost control.
REHG, V. A67-17246 02-M4
QERT.
RHINE, R. J. N64-83865 02-M1
Command-and-control and management decision making
SP-1174
Development of an operational management system
SP-1175
RICH, R. P. N66-85827 02-M1
Schedule analysis procedure
TG-397
RINGER, L. J. N66-22554 02-M4
Integral operators for PERT sub networks
Technical report no. 2
AROD-4721-3 N66-26411 02-M4
Simulation of PERT project completion times by stratified sampling methods
Technical report no. 3
AROD-4721-4 N67-10520 02-M4
RIORDAN, J. J. A65-11307 02-M1
Organizing for space age accuracy - The role of cost analysis.
ISA PAPER 20.2-2-64
ROBINSON, E. J. N64-83423 02-M5
The engineer today - The supply, his development, needs, status and treatment

- ROBINSON, S.
Value engineering in program contracts.
A64-19731 02-M2
Total value concepts in the contract definition phase. A66-34251 02-M2
- ROBY, T. B.
Computer simulation models for organization theory
TR-8 N65-23091 02-M4
- ROCK, V. P.
A trillion dollar market.
AIAA PAPER 66-274 A66-24747 02-M9
- ROME, B. K.
Information processing potentials in large-scale operations Summary report, Oct. 1962 - Jun. 1966
TM-1128/100/00 N67-15410 02-M4
- ROME, S. C.
Information processing potentials in large-scale operations Summary report, Oct. 1962 - Jun. 1966
TM-1128/100/00 N67-15410 02-M4
- ROOS, D.
An integrated computer system for engineering problem solving. A66-23833 02-M4
- ROSENBLOOM, R. S.
Notes on the development of network models for resource allocation in R and D projects.
A65-11940 02-M4
- ROSENZWEIG, J. E.
Science, technology, and management - An overview. A63-16581 02-M7
Organization and management of space programs. A65-21357 02-M1
- ROSLING, S. L.
Analysis and comparison of spacecraft resources forecasting techniques for unmanned missions.
AIAA PAPER 67-809 A67-42966 02-M4
- ROUSSEAU, P.
A new management tool - The operational simulator un nouvel appareil de gestion - le simulateur operationnel. A64-26705 02-M4
- ROWLEY, D.
Improvements in management control of complex projects. A67-24656 02-M1
- RYAVEC, C. A.
An analytical study of the PERT assumptions.
A64-15227 02-M4
- RYLE, B. L.
An engineering approach to software configuration management. A67-14221 02-M1
- S**
- SADOW, R. M.
PERT in the Dyna-Soar. A63-10806 02-M4
How PERT was used in managing the X-20 /Dyna-Soar/ program. A65-24537 02-M4
PERT in Dyna-Soar
IAS PAPER NO. 62-160 N62-13353 02-M4
- SCHADT, L.
Program management techniques at Martin Orlando. A64-14704 02-M1
- SCHMID, E.
PERT - A planning method /PERT - Ein Planungsverfahren/. A67-33634 02-M4
- SCHMISSRAUTER, J. M.
Interface management of aerospace systems.
AAS PAPER 66-159 A67-20976 02-M1
- SCHNEIDER, R. L.
Organization and management of a standards and calibration program for a research and development laboratory
SC-DC-66-1491 N66-32852 02-M3
- SCHOMBURG, A.
Formation and management of Department of Army programs. A63-16589 02-M1
- SCHREIDER, I. U. A.
The Monte Carlo method - The method of statistical trials. A67-14256 02-M4
- SCHUSSEL, G.
Characteristics and problems of aerospace company management. A67-25742 02-M7
- SELLS, S. B.
Military small group performance under isolation and stress. 4 - Organizational staffing An annotated bibliography
AAL-TR-61-62 N66-82368 02-M9
Military small group performance under isolation and stress. 5 - Organizational management and leadership An annotated bibliography
AAL-TR-61-23 N66-82369 02-M9
Military small group performance under isolation and stress. 5 - Psychological principals of management and leadership
Critical review
AAL-TDR-62-35 N66-82383 02-M5
General theoretical problems related to organizational taxonomy - A model solution and its assumptions
AD-642496 N67-19717 02-M7
- SENECAL, T. L.
PERT in the Dyna-Soar. A63-10806 02-M4
PERT in Dyna-Soar
IAS PAPER NO. 62-160 N62-13353 02-M4
- SHADLEY, F. C.
Independent research management. A66-35534 02-M3
- SHALLER, H. I.
An exploratory study in research planning methodology
ONR-ACR/NAR-27 N64-32217 02-M3
- SHESHINSKI, E.
The nonsubstitution and nonswitching theorems in a model with fixed capital
TR-135 N66-15167 02-M4
- SIMMONS, J. W.
Combining R and D and follow-on production in a single contract
N66-36538 02-M2
- SIMPSON, M. H.
A numerical taxonomy method to evaluate and predict equipment performance and environmental engineering data
FA-R-1847 N67-33913 02-M4
- SIMS, L. S., JR.
Factors in job-satisfaction - Analysis of spontaneous comments
SAM-TR-66-57 N66-39790 02-M5
Factors in job-satisfaction
SAM-TR-66-46 N66-39799 02-M5
- SMITH, B. L. R.
Some aspects of the allocation of scientific effort between teaching and research
RM-4339-PR N66-30520 02-M9
- SMITH, C. G.
Organizational factors in scientific performance in an industrial research laboratory Final technical report
AD-641423 N67-81120 02-M3
- SMITH, H. J.
A system for evaluating V. E. efforts.
A64-19729 02-M1
- SMITH, R. T.
Expediting design trade-offs by using relative cost.
ASTME PAPER 666 A65-19582 02-M4
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AERE-M-1280 N65-23231 02-M4
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The Monte Carlo method - The method of
statistical trials. A67-14256 02-M4
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A63-18271 02-M3
- SUTTON, G. P.
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manufacturer.
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- TEBO, K. M.
PERT - A technique for management
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- THELEMAN, D. R.
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research management - An initial study in the
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literature search
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base N64-31033 02-M9
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programs.
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configuration management. A66-28436 02-M1
The compatibility of value engineering and
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model - Some planning techniques
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programming - A transitional analysis of cost
estimation techniques
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programs for automated training in decision
making
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- WELSH, E. C.
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A66-18551 02-M7
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Executive Branch of Federal Government.
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II - Procurement and capital investment
programmes. A66-10341 02-M1

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WILLIAMS, E. L.
Project cost control at Raytheon*s Wayland
Laboratory. A64-14705 02-M4

WILLIAMS, P. M.
An evaluation of barriers to the delegation
of authority in formal organizations
NASA-RP-13 N66-37529 02-M5

WILSON, G. A.
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Laboratory. A64-14705 02-M4

WINLUND, E. S.
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electronic programs
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Y

YAGI, K.
Results for an additional follow-up criterion
on a sample of Air Force scientists
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YUEH, J. H.
A model for determination of incentive fee.
A65-18723 02-M2

Z

ZAGORSKI, H. J.
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programming - A transitional analysis of cost
estimation techniques
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industry - A historical analysis.
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PERT in Dyna-Soar

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N62-13353 02-M4

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personnel requirements information Final
report

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FTD-TT-63-1121/1+2

N65-82345 02-M9

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A64-19891 02-M1

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AIAA PAPER 64-516

A64-19984 02-M7

Long range planning for a major component
manufacturer.

AIAA PAPER 64-404

A64-19985 02-M1

The impact of project definition on aerospace
system management.

AIAA PAPER 64-405

A64-20063 02-M1

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A64-20262 02-M1

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N66-22445 02-M9

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SILVER SPRING, MD.

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TG-397

N66-22554 02-M4

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N66-12122 02-M5

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ORC-66-11

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UCRL-10491

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N66-37529 02-M5

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information systems

AD-616113

N66-80867 02-M9

Economic programming and the Von Neumann
model - Some planning techniques

REPT.-78

N67-20591 02-M8

On the application of the theory of maximum
principle to a production control problem

- RR-108 N67-40062 02-M1
CASE INST. OF TECH., CLEVELAND, OHIO.
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 AD-645016 N67-82994 02-M5
COLUMBIA UNIV., NEW YORK.
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 TR-2 N65-88394 02-M1
 Some further results on inventory depletion management
 TR-3 N65-88396 02-M1
COMMERCE DEPT., WASHINGTON, D. C.
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 Better management of research equipment procurement and utilization in Federal laboratories N67-40547 02-M2

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FRANKFORD ARSENAL, PHILADELPHIA, PA.
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G

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 SP-201 N63-12833 02-M1
GENERAL PRECISION, INC., LITTLE FALLS, N. J.
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 Automatic operational management of processes of production N66-24515 02-M1
 Application of organization control systems
 JPRS-38762 N67-12014 02-M4
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 PUBL-2758 N66-87320 02-M1
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 Creativity, innovation, and invention - An annotated bibliography N64-28451 02-M9
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 LMSC-5-10-65-3 N65-19831 02-M9
LOGISTICS MANAGEMENT INST., WASHINGTON, D. C.
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 AD-655815 N67-39769 02-M2
 Total package procurement concept, synthesis of findings
 AD-655814 N67-40140 02-M2

M

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 AD-635261 N66-37074 02-M5
MATRIX CORP., ARLINGTON, VA.
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TR-18 N67-36016 02-M5
MICHIGAN UNIV., ANN ARBOR.
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AESOP - A general purpose approach to real-time, direct access management information systems
MTP-33 N66-36541 02-M1
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N64-83423 02-M5
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AD-620172 N66-10809 02-M4

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OPERATIONS RESEARCH, INC., SILVER SPRING, MD.
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P

PENNSYLVANIA UNIV., PHILADELPHIA.
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PITTSBURGH UNIV., PA.
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R

RADIATION, INC., MELBOURNE, FLA.
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N66-36538 02-M2
RAND CORP., SANTA MONICA, CALIF.
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Network-type management control systems bibliography
RM-3074-PR N63-15733 02-M9
A brief review of Simsript as a simulating technique
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P-2927 N64-28816 02-M8
Space logistics - Technology versus management
P-2613 N65-80491 02-M7
Research on social consequences of space activities
P-3220 N66-12088 02-M9
Some aspects of the allocation of scientific effort between teaching and research
RM-4339-PR N66-30520 02-M9
Procedures for estimating the resource requirements of manned space flights
P-3382 N66-33837 02-M1
Optimal linear inventory control and first order exponential smoothing
P-3264-1 N67-10583 02-M1
RAYTHEON CO., WALTHAM, MASS.
PERT - The development of experimental programs for automated training in decision making
ESD-TDR-63-608 N64-12319 02-M4
REPUBLIC AVIATION CORP., FARMINGDALE, N. Y.
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RAC-P-12 N66-20637 02-M4

S

SANDIA CORP., ALBUQUERQUE, N. MEX.
Organization and management of a standards and calibration program for a research and development laboratory
SC-DC-66-1491 N66-32852 02-M3
SCHOOL OF AEROSPACE MEDICINE, BROOKS AFB, TEX.
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IMU-3580 N65-18294 02-M3
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N66-84247 02-M3

STANFORD UNIV., CALIF.

Economic models for industrial waiting line problems
TR-62 N62-17220 02-M4
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